FREIGHT TRAFFIC ISSUE: TMs LIKE 'UNITIZATION' p. 29 JANUARY 31, 1966

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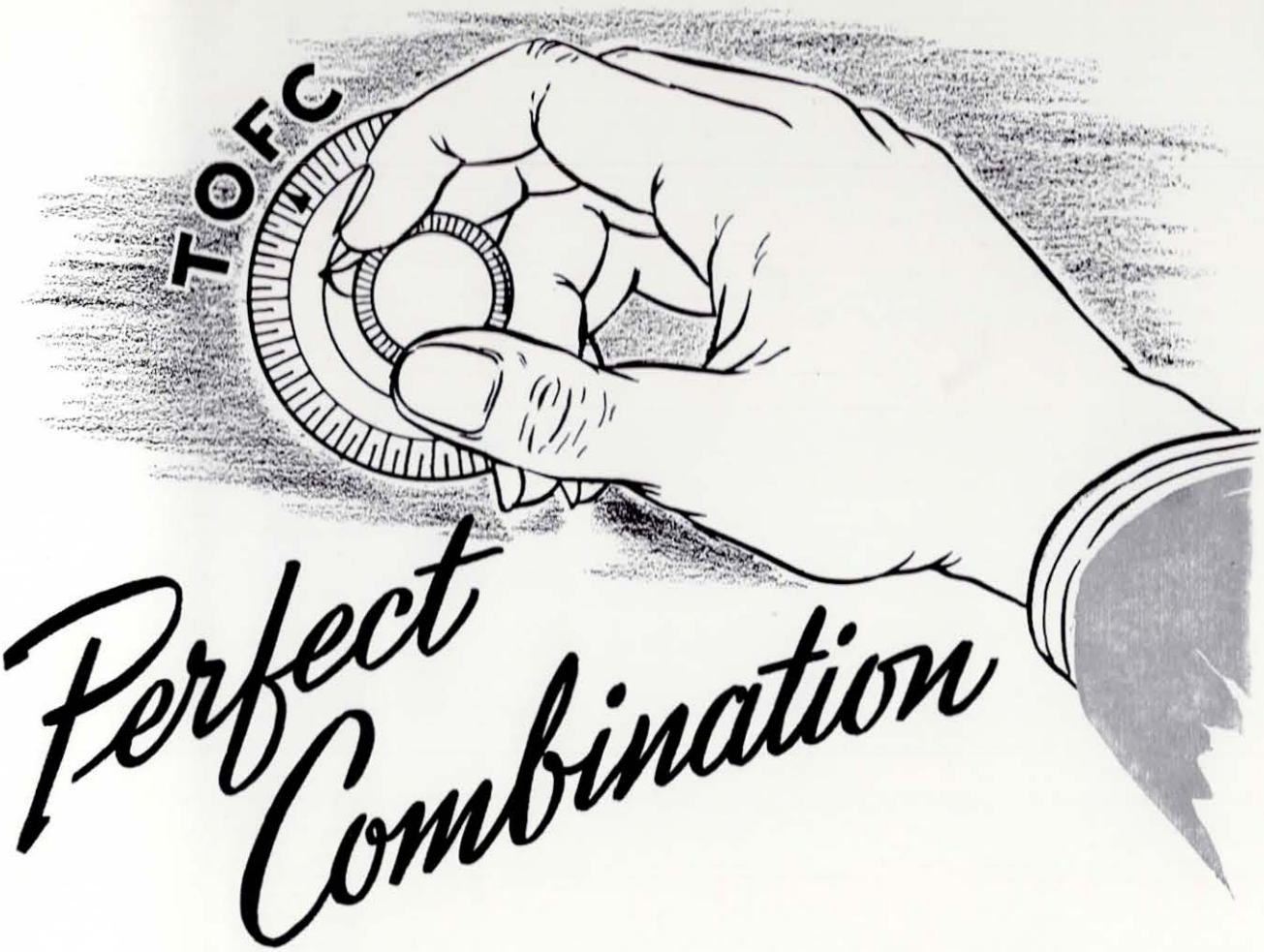

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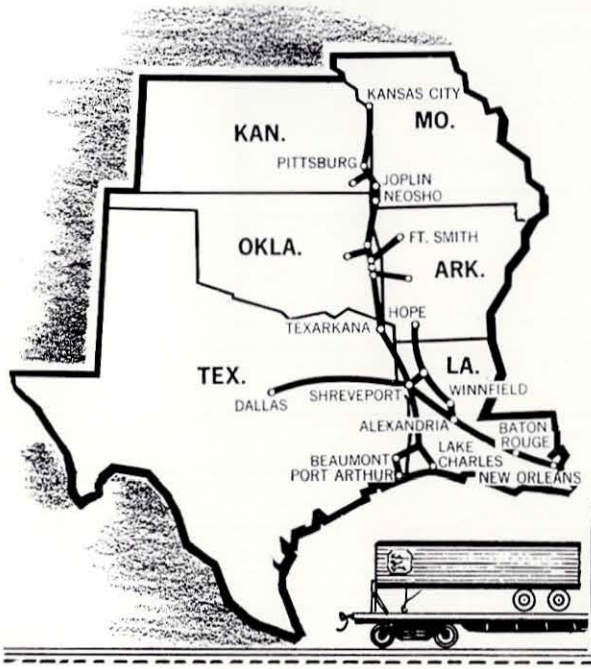

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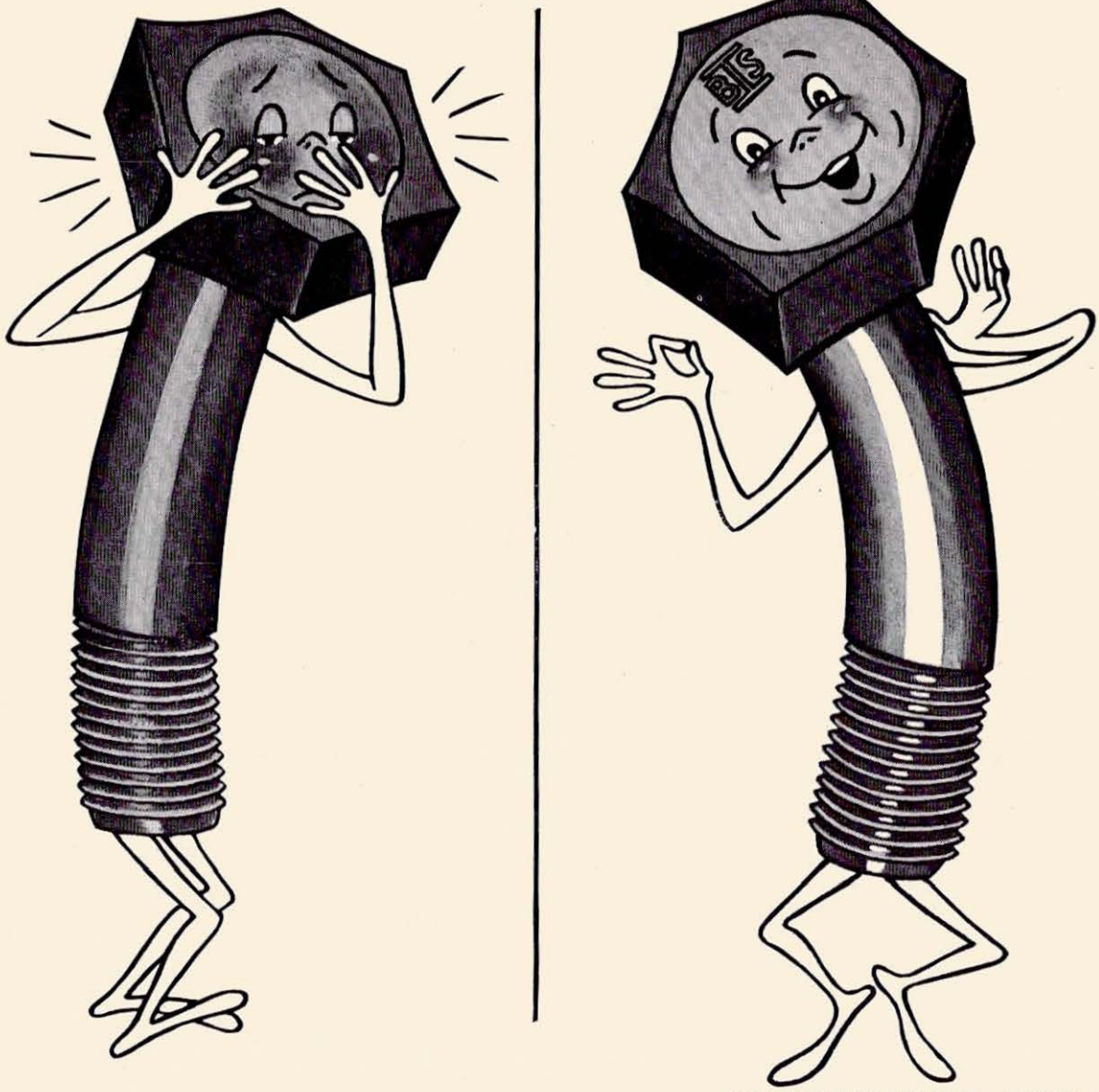

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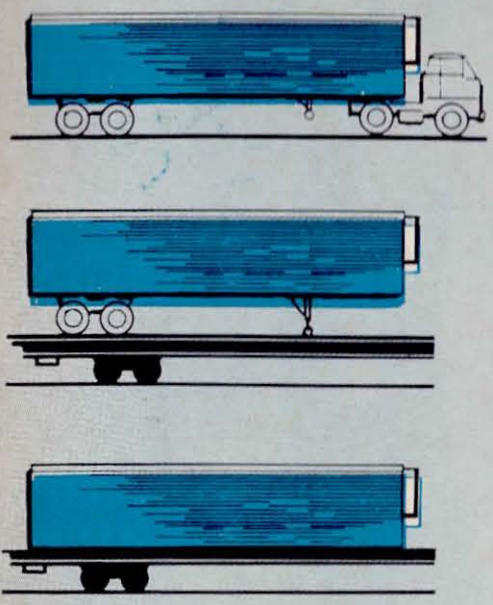

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Milwaukee Road	Western Pacific
Canadian Pacific	Canadian National

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RAILWAY AGE January 31, 1966 • Vol. 160, No. 4

THIS WEEK

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The Canadian Industrial Traffic League marks its Golden Anniversary in a typical way—stepped-up activity, new training programs.

20 Space and the railroads: An expert's view
Who gets more out of a research dollar, aerospace or rail suppliers? GRS President Records knows both fields—and tells.

24 FEC—The strike that failed
Far from bringing the Florida East Coast to its knees, the three-year-old strike has been an incentive to shape up operations.

27 Nitrogen cools Santa Fe reefers
Experimental refrigerator cars are helping ATSF evaluate costs of new types of cooling equipment.

29 'Unitized' shipping on the increase
This month's Traffic Poll Report shows cost reductions spurring shippers to take advantage of pallets, containers.

42 The Action Page—When does a strike end?
A compromise in the FEC strike is called for—one that will take realistic account of the claims of both parties.

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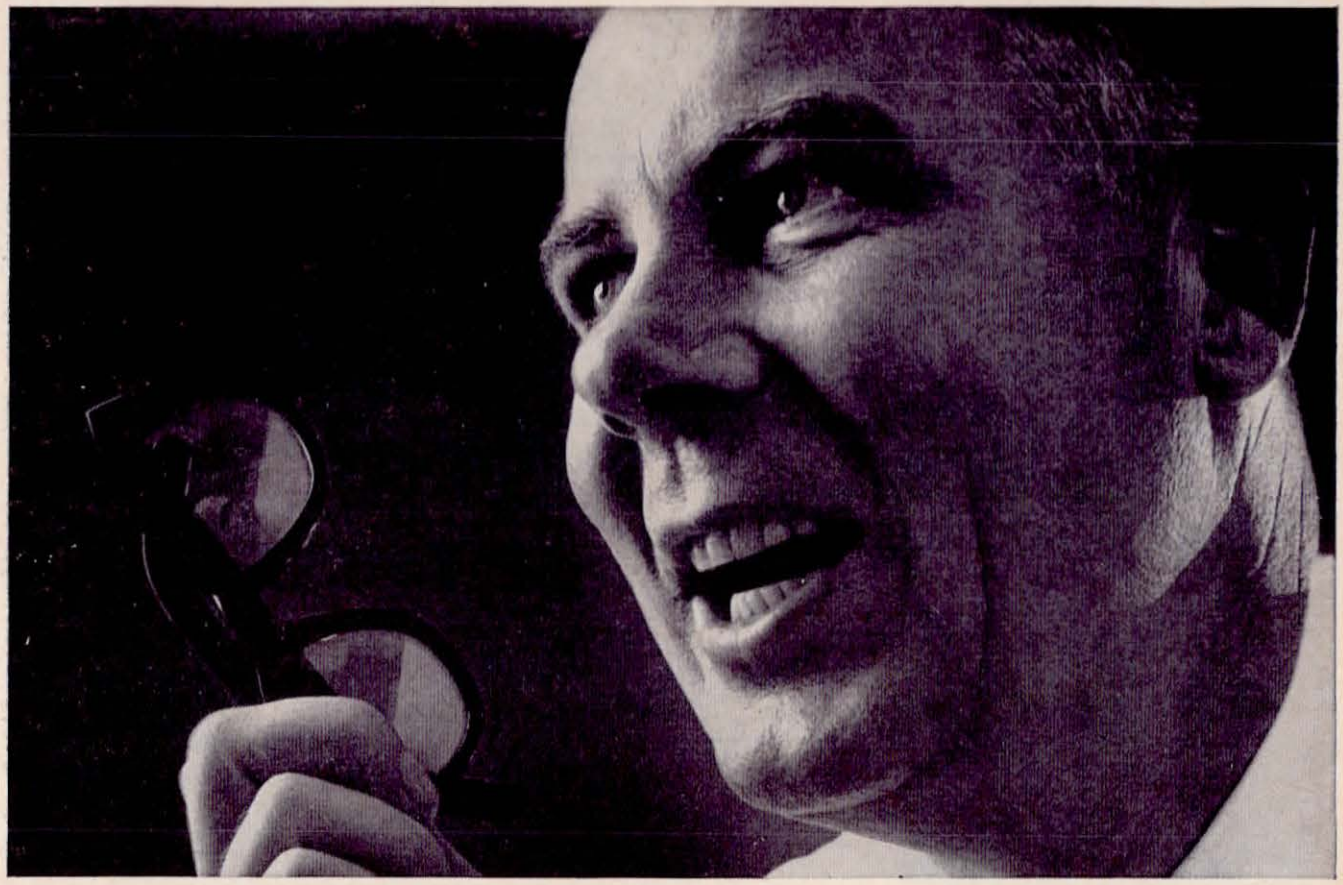

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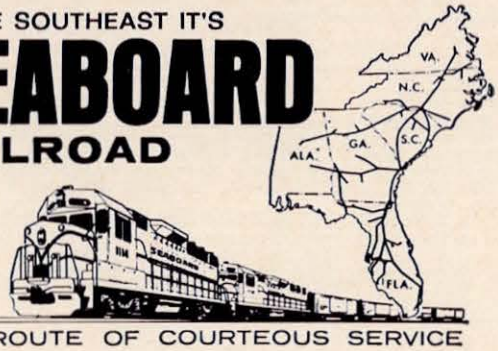

THE ROUTE OF COURTEOUS SERVICE

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SHORT AND SIGNIFICANT

Shippers query L&N computer direct

Louisville & Nashville's customers will be able to keep track of their carload shipments via a direct connection with the road's computer at Louisville—if they have a Telex machine handy. J. E. Harmon, L&N director of data processing, announced that shippers' Telex systems can now be connected so that shippers' inquiries as to the location of carload shipments moving over L&N will go into a "data-spot computer" which automatically verifies the request, locates the car or cars, and transmits an immediate reply back to the shipper "within seconds and without personal contact or intervention by anyone on the railroad."

●

'65 car installations highest in eight years

Railroads and private car lines placed 77,812 new and 11,825 rebuilt freight cars in service in 1965, according to the AAR's final tabulation. The combined total of 89,637 cars was 4,672 more than in 1964 and represented the highest level of deliveries since 1957. Addition of these cars, notes the AAR, more than offset the retirement of 88,000 older cars in 1965. Average capacity of units installed in 1965 was 78 tons, compared with 54 tons for the old cars. Total carrying capacity of the over-all fleet increased from 104 million tons in 1964 to 106 million tons. The AAR puts a $1.3 billion price tag on the new and rebuilt units delivered last year —of which private car lines and car leasing companies spent $300 million.

●

REA's Johnson replies to shipper critics

REA President William B. Johnson threw the charge of sagging service to shippers back at critics last week. After admitting that REA did have "a partial but very serious service breakdown this past summer," Johnson said it was due in fact to "our huge modernization program." Operational bugs developed in high-speed automated materials-handling facilities newly installed in New York and Chicago he explained. As it happened, the backlog was compounded by a jurisdictional dispute between two major unions, and to top it off, the college and camp baggage season was at its height. Johnson's point: "Fortunately, we have now taken the 'bath' inevitably involved in automating two of the largest freight handling facilities in the world."

●

Mass transit aid—here to stay?

Federal assistance under the 1964 Mass Transit Law won't come to an end in 1967, if the Administration has its way. President Johnson, in his request to Congress for $2.3 billion for urban renewal, said: "We must continue to help our communities meet their increasing needs for mass transportation facilities. For this purpose, I propose an additional one-year authorization for the urban mass transportation program." The Department of Housing and Urban Development, now absorbing the Housing & Home Finance Agency, would presumably administer the program, if Congress gives the OK.

●

For MC stockholders: Good news—at last

Maine Central last week declared a dividend of $1 per share on its outstanding 120,000 shares of common stock—first such payment since 1931, when a $2 dividend was paid. MC President E. Spencer Miller said the special dividend (payable March 15 to stockholders of record Feb. 25) marked the end of "the difficult road which has been travelled by management since the long depression of the 30's." Miller is optimistic for the future, although he notes that the railroad "still has formidable problems with subsidized competition and the constant requirement for large capital sums to meet technical changes in the arts of transportation. . . ."

MONDAY MORNING REPORT

LBJ wants higher ante from the subsidized

President Johnson's Budget Message reflects again his full support for a top priority item of the railroads' legislative program. That item is the call for imposition of adequate charges for use of publicly-provided transport facilities by water carriers, truckers, and air carriers. What the President now proposes is different from his 1965 user-charge program which is still pending before the House Committee on Ways and Means. The differences are in detail, however, the central purpose of the Presidential plan being the same—to see that the "primary beneficiaries" of these government expenditures pay more.

Most 1965 proposals to be supplanted

The 1965 recommendations went to Congress last May. They were part of a Presidential tax message which also recommended reduction and eventual repeal of various excise taxes. The excise-tax proposals got priority, and legislation to implement them was enacted promptly. The user-charge proposals were left as unfinished business when last year's session adjourned. That's still their status.

Air fare, freight taxes would replace fuel levies

The principal change now proposed by the President would affect air carriers and their customers. It would remove all fuel taxes on commercial aviation, replacing them with an increased air-fare tax and a new tax on air-freight bills. The proposed air-fare tax would raise it from 5% to 6%. The proposed air-freight levy would be instituted at 2% and raised to 4% on Jan. 1, 1969. The President's 1965 recommendations here called for a new two-cents-per-gallon tax on jet fuel and continuation of the like levy on aviation gasoline. He also proposed to keep the air-fare tax at 5%, and leave the proposed new air-freight tax at its starting point—2%.

Truckers would pay 'closer to their share'

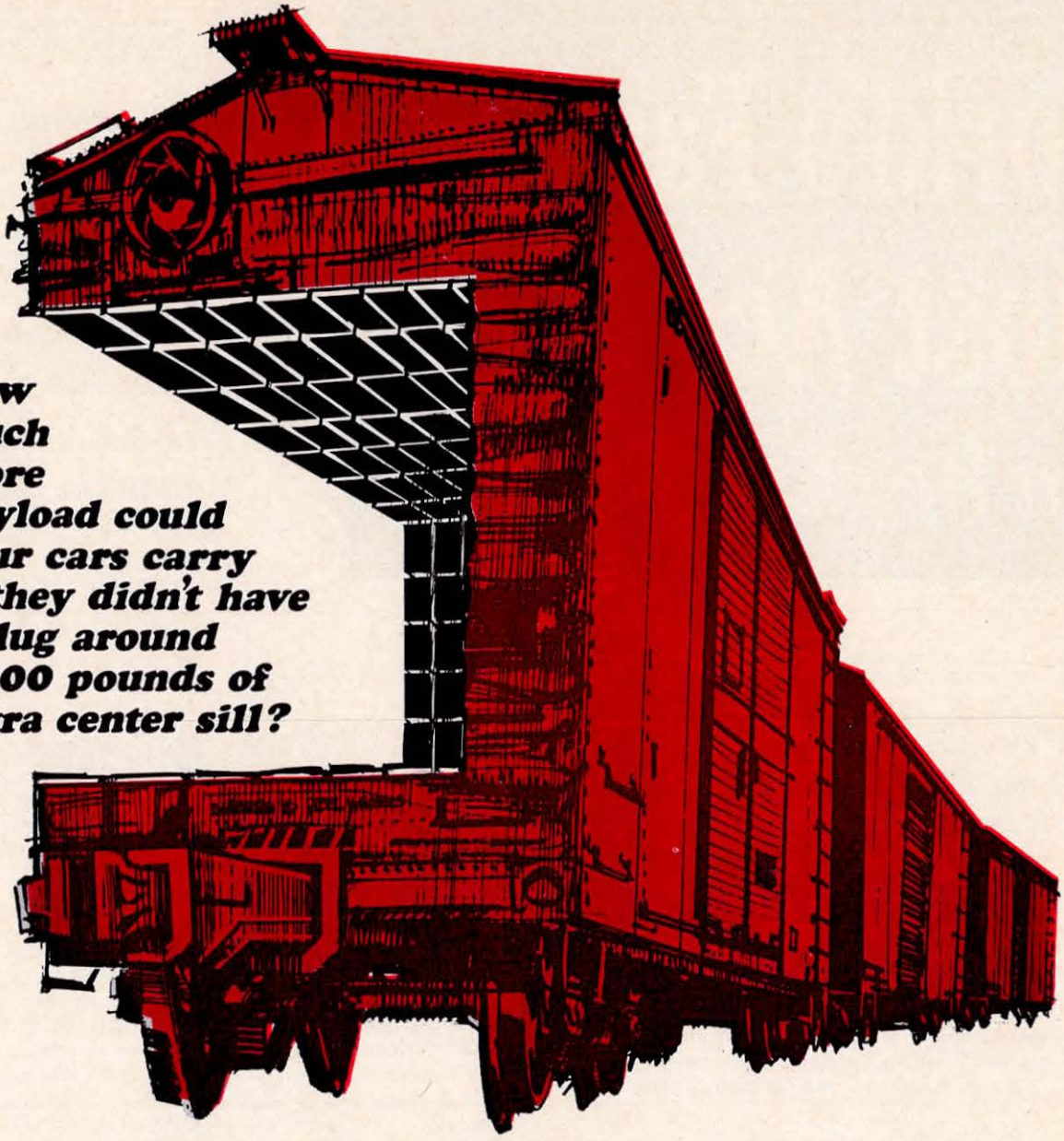
What will be proposed as to increased taxes on highway users is not spelled out in the Budget. It seems clear, however, that the President's specific recommendations here will call for greater increases than those proposed last year. The idea, he said, is to "move the contributions of truckers closer to their share of the highway costs."

Higher truck-fuel, truck-weight taxes

Most important, revenue-wise, of last year's Presidential proposals as to highway users is that which would raise to 7 cents per gallon (from 4 cents) the tax on diesel fuel. That's expected to be modified to make it produce more revenue, as is the pending proposal to increase, from $3 to $5 per 1,000 lb., the truck-use tax which applies to trucks weighing more than 26,000 lb. The proposal to raise the tax on tread rubber from 5 to 10 cents per lb. is not expected to change. As to waterway user charges, the President still wants this program to get under way with a two-cents-per-gallon tax on vessel fuel.

Transport message will have several proposals

Referring to his previously-announced plan to recommend creation of a Cabinet-level Department of Transportation, the President said that plan would be outlined in a special message to Congress. The Budget's explanatory material revealed that this message would also make other recommendations. That could mean renewed Presidential endorsement of another top-priority item on the railroad program—the call for more rate-making freedom. In his economic report, submitted a couple of days later, the President said the proposed new department would "manage the vast federal promotional program in highways, waterways, air travel, and maritime affairs" and "take leadership in the development of new transportation policies in accord with current realities."



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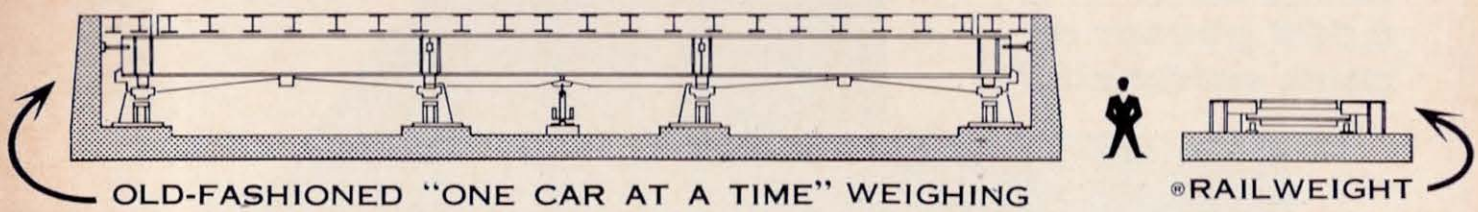

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WEEK AT A GLANCE

BRT barred from striking as arbitration award expires

The award of Arbitration Board 282 expired for the Brotherhood of Railroad Trainmen last week—with the union temporarily restrained from taking strike action which top BRT officers indicated they didn't really intend to take anyhow. Court action, filed by the railroads in U.S. district court in Washington, D. C., grew out of the BRT's insistence that expiration of the award automatically carries with it a return to crew-consist conditions as they existed two years ago, when the award became effective. The carriers contend that provisions of the award remain in effect until changed under the processes of the Railway Labor Act.

The Trainmen, predictably, were not happy with the court move. Said Charles Luna, BRT president: "We'll abide by the law. But our men are unhappy over the tactics of the railroads. They have refused to negotiate, even refused to talk to us. It's a sad state of affairs when you can't win even when you're right."

As the dispute went to court, both the Trainmen and the carriers had notices pending. The union is demanding consist rules calling, essentially, for minimum crews of one conductor and two brakemen; the railroads are seeking the unrestricted right to determine crew make-up.

ACL man named to new NRLC post

Wythe D. Quarles, Jr., assistant vice president—labor relations, Atlantic Coast Line, will become vice chairman of the National Railway Labor Conference Feb. 1. Quarles, described as a "first-class railroad man" by friends and associates, will assist NRLC Chairman J. E. Wolfe in the handling of labor relations matters at the national level.

The 49-year-old Virginian's first view of the railroad world was from the left side of the locomotive cab when he joined ACL as a fireman in 1937 after graduation from the University of North Carolina. The knowledge gained by Quarles from holding such jobs as locomotive engineer, traveling engineer, superintendent of motive power, and director of labor relations for ACL (he was named assistant vice president on Jan. 1) is responsible for what one associate describes as "his remarkable ability to assess and report on disputes. It's almost as though he had a battery of accountants, engineers and labor relations experts working on reports he writes," notes this top industry officer.

The post of vice chairman is a newly-created one at the industry's national bargaining organization.

Number of high-valued cars rises sharply

The rising quality of the freight-car fleet is reflected by the latest AAR Master List of railroad-owned interchange cars. In the two years since graduated per diem became effective on Jan. 1, 1964 and the AAR began to compile the data, there has been a 55% increase in the number of cars valued between $10,000 and $15,000; a 280% increase in the $15,000-$20,000 classification; and a 310% increase in cars valued at more than $20,000. While originally all cars valued over $20,000 were bulked in a single classification as Group 6, this category was divided and expanded in April 1965 with the addition of Groups 7, 8 and 9. Daily compensation to car owners now ranges from $2.16 for Group 1 to $12.18 for Group 9. The total fleet has declined slightly from 1,728,318 on Jan. 1, 1964.

The freight car fleet—Jan. 1, 1966

Per-diem grouping by car value	No. of cars
Group 1—$1,000 or less	399,817
Group 2—$1,000.01 to $5,000	717,187
Group 3—$5,000.01 to $10,000	412,379
Group 4—$10,000.01 to $15,000	126,372
Group 5—$15,000.01 to $20,000	45,776
Group 6—$20,000.01 to $25,000	9,849
Group 7—$25,000.01 to $30,000	2,407
Group 8—$30,000.01 to $35,000	1,132
Group 9—$35,000.01 and up	1,272
Total	1,716,197

Gas-turbine power for the New Haven

The Northeast Corridor demonstration project moved into a new phase last week, when the Department of Commerce spelled out what it was up to, regarding high-speed tests on the New Haven (RA, Jan. 17, p. 8). Commerce awarded a $2.1 million contract to United Aircraft Corp. of East Hartford, Conn., for construction of two gas-turbine-powered sets of three articulated cars each, to be used for a demonstration between Boston and Providence.

As prime contractor, United Aircraft will handle design and project management; Pullman-Standard the actual building. The equipment will be leased to the government for two years, with an option for two more years. Delivery is promised within ten months.

. . . and the LIRR, too

Soon after the Commerce announcement came word that the Long Island would get something similar from Washington. The Department of Housing and Urban Development (what used to be the HHFA) approved a grant of $924,406 toward the $1.3 million cost of a gas-turbine project on the LIRR.

Stated purpose of the demonstration is to determine economic feasibility of this type of propulsion for commuter runs. Budd, which is building a single light-weight car equipped with two gas turbine units, is contributing $209,000 toward the total cost, and the State of New York $253,000.

WATCHING WASHINGTON WITH WALTER TAFT

TAFT

THE ICC's DECISION on the proposed merger of the Pennsylvania and New York Central is not now expected until after April 1, at the earliest. That's the prospect, in view of what the Commission's new chairman, Commissioner John W. Bush, said at his first press conference. The Commission has before it the recommended report wherein Examiners Jerome K. Lyle and Henry Darmstadter advise approval of the merger, subject to several conditions. One of these recommended conditions would require the merged company to take over the New Haven's freight operations, but not its passenger service.

REPORTERS attending the Bush conference were interested most in this Penn-Central case. Much of the questioning assumed that the Commission has already decided to approve the proposed merger. So the big question became—When?

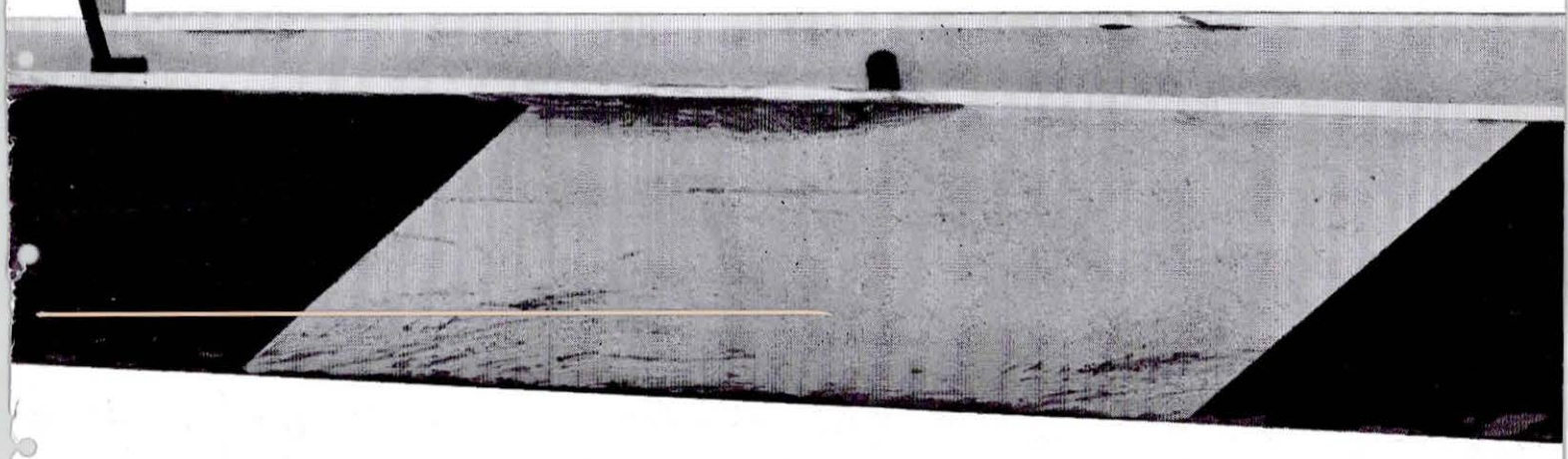
BUSH said he did not expect the Commission to make a determination as to a New Haven condition in Penn-Central until it heard oral argument on NH's application for authority to drop its passenger service. That argument is scheduled for Feb. 7. So Bush does not expect the Commission to receive a proposed final draft of the Penn-Central report until about March 1. A month to six weeks might then be required for discussion, editing, and preparation of dissents or other separate expressions of individual commissioners.

THE CHAIRMAN parried all questions about what the decision will be. Because it was "so elementary," he did concede that there must be "some consensus" before the writing of a majority report can be undertaken. There have been published reports that this consensus is in favor of the merger.

BUSH INSISTED, however, that commissioners may and sometimes do change their minds between consensus and final vote. His parrying went so far as to say the Commission might have pro and con reports drafted in some cases. He refused to say whether or not this was done in Penn-Central.

THE MERGER-MORATORIUM BILL sponsored by Senator Magnuson (D.-Wash.) should not delay pending cases "until we see more action on it," Bush said in response to a question. The bill, S.2643, is pending before the Senate Commerce Committee of which Magnuson is chairman.

Break traffic tieups



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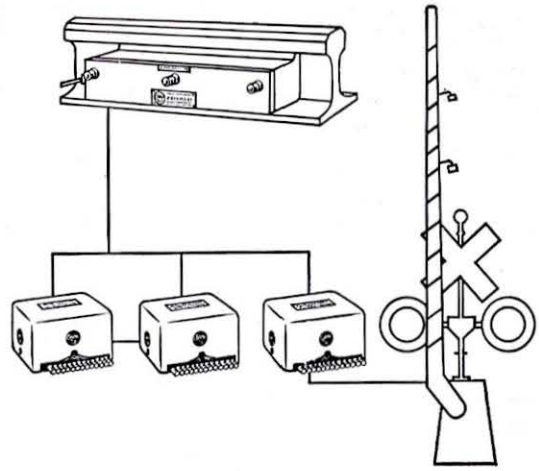

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Prototype Southern 100 is designed for unit-train service; measures 106 ft long, rides on 8 axles, and pivots every 26 ft. Capacity is 257 tons; cubic capacity, 9,000 cu ft; light weight, 85,000 lb.

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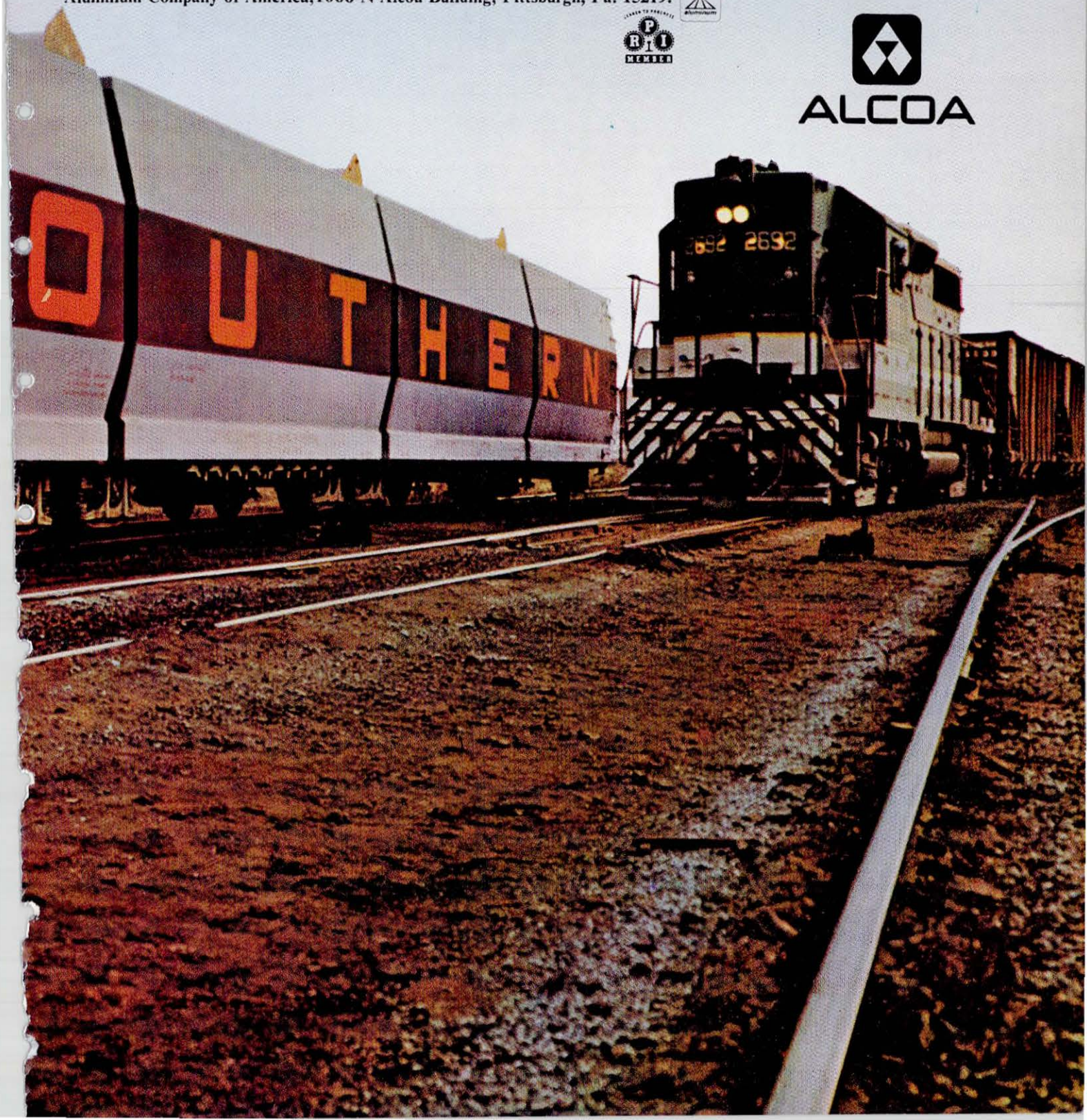

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"Somebody ought to tell the chief about Republic Coil and Gondola Covers"

You can safely promise shippers complete weather protection of their steel coils up to 84" diameter with Republic Coil and Gondola Covers.

Air vents at each end encourage air circulation, reduce condensation, eliminate need for waterproof paper wrap on steel coils. Inspection doors in Republic Coil Covers permit fast, easy inspection of cradle and hold-down devices without lifting cover off the car.

Extra strong corner reinforcing members and strong corrugated steel cover sheets protect Republic Coil Covers from damage in lift-off and lift-on, reduce maintenance costs, add years to usable life.

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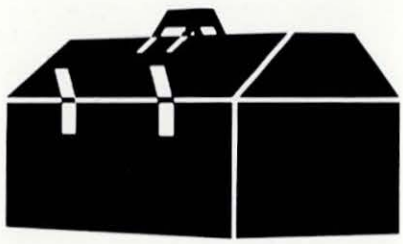

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CANADIAN INDUSTRIAL TRAFFIC LEAGUE

50 YEARS OF ACHIEVEMENT

On the eve of CITL's Golden Anniversary, members point with special pride to its sponsorship of traffic training, and to its part in developing a feeling of mutual trust and confidence among shippers, railways and regulatory agencies.

Next month, at Toronto, the Canadian Industrial Traffic League will celebrate its 50th birthday.

What has the League done in its first half-century? What are the accomplishments to which its members point with greatest pride?

Speak to some of those members in a Montreal meeting room or around a Toronto luncheon table, and you come up with two clear answers:

—Education (see page 16B); and

—Development of a feeling of mutual trust and confidence among shippers, the railways and the Board of Transport Commissioners.

● **Confidence by conference.** In connection with regulation and the attitude of the League toward the carriers, says T. B. Morrison, League historian, the stated policy has been "to avoid, wherever possible, the taking of cases before the Board of Transport Commissioners, but to have them settled, if at all possible, by conference between shippers and carriers."

General Manager R. Eric Gracey echoes Morrison's words: "The CITL is willing to, and wants to, work with the railways on any matter of general interest to shippers. It does want to be kept informed, and it will help where it can. But it doesn't want embarrassment on either side."

What it amounts to, Gracey adds, is that "the CITL and the railroads make the rules. The BTC acts primarily as a referee in applying them."

● **It works.** In Canada, at least, such a seemingly altruistic policy works.

Each man cites an example to prove his point.

One such example, Morrison notes, "was the part played by the League, as well as other bodies representing shippers, in the Special Joint Classification Committee, which resulted in the publication of Canadian Freight Classification No. 17 after over four years' work. The advent of this issue did not result in any disturbances which could have been presumed to result from such a wholesale revision. The League's policy brought about the amicable adjustment of many difficult problems and the consequent avoidance of contention and annoyance which might otherwise have been caused by the untimely introduction of hasty or ill-considered practices."

Gracey uses as his object lesson the working out of shipper-carrier agreement on Canadian Car Demurrage Bureau Tariff No. 6, filed in the early 1950s, at a time when there was no average demurrage in Canada and when demurrage accrued on Saturdays, a day many consignees were closed. The BTC, he recalls, suggested that shippers and railroads "get together." Both parties then set up small working committees which met together over a period of about two years, and agreed on all but 10 points. Finally, in 1959, there was a joint two-day meeting in Toronto, chaired by George Paul, of Swift Canadian Company, and all but two of the 10 items were resolved. These two were settled 30 days later at a second meeting in Montreal. The CITL then took it upon itself to get concurrence from 14 other interested shipping groups.

The final tariff was filed with the BTC on Jan. 1, 1960. Since that date there has not been a single hearing by the Board on anything in the tariff, and only one or two interpretive rulings. (In July 1965 the railways proposed an increase in demurrage rates, and this proceeding is still pending. But it relates to charges alone; not to other tariff provisions. Here again the CITL is taking the lead among groups of shippers interested in specific commodities, such as lumber, grain, paper, or in single areas, e.g., Hamilton, Vancouver.)

● **On the record.** Each man might have chosen other examples to prove the success of the CITL's attitude.

It was instrumental, for example, in obtaining free inbound and outbound transportation of pallets, platforms and skids "to facilitate the loading and unloading of railway equipment." It was influential, too, in the evolution of short form, COD and milling-in-transit bills of lading. It obtained, after a 22-year campaign, liberalization of Rule 10, dealing with the "mixing" of carload shipments between eastern and western Canada. Its Freight Claims Committee was successful in clarifying the matter of shortages from sealed cars loaded and unloaded on private sidings under shipper's load and count arrangements.

The Rate Construction and Tariff Committee was active, even in the League's earliest days, on the vexing question of prepayment of freight charges on shipments from the United States into Canada. Appearances before both the Canadian BTC and the U.S. Interstate Commerce Commission resulted in an arrangement—old, but still in effect—whereby charges may be paid in Canada, subject to addition of a surcharge varying in proportion to the governing rate of exchange for U.S. and Canadian funds. This is considered a "favorable solution of a most difficult problem."

The League claims also to have been the first organization to have recognized that the Crow's Nest Pass grain rates—set by legislation long before the League

V. G. Stroud, President
General Traffic Manager, Duplate Canada

J. M. Benson, First Vice President
Traffic Manager, Canadian Industries

T. P. Foley, Second Vice President
District Manager, Monsanto Canada

was born, and still at their near-1900 levels—constitute a burden on traffic generally. From this recognition came a recommendation that these rates be reviewed; that reasonable rates be assessed on Crow's Nest Pass traffic, and that any deficiency between such reasonable rates and the actual cost of moving the traffic be made up out of national revenue. This recommendation, though not yet implemented, was recognized in principle by the MacPherson Royal Commission in its 1961 report.

And the League was big enough to reverse its pre-World War II opposition to agreed charges to become a full supporter of such charges when the terms under which they can be made were modified in the Fifties.

● **Circumstances and cases.** Canadian conditions, under which these accomplishments have been achieved, are different from, and somewhat simpler than, those prevailing in the United States—as CITL members would probably be the first to concede. There are only two major railroads, instead of several score. Organizations like the CCDB and the Canadian Freight Association represent and act for those two and all other rail carriers. Regulation is much less detailed. So long as rail rates are compensatory, regulatory bodies cannot be asked to suspend them at the whim of a shipper or a rail competitor.

But granting all that, it is still amazing to hear the top traffic men for two of Canada's biggest companies—both long-time CITL members—say, in chorus, that they "have never gone to the Board of Transport Commissioners with a formal rate case."

Their experience seems to prove, to repeat, that the CITL's policy of cooperation through conference, and its desire for mutual trust through mutual understanding, works, and works well.

CITL
Training the traffic men of tomorrow

Affiliated CITT successfully conducts an integrated national program of traffic education.

Second—in some views, first—of the Canadian Industrial Traffic League's great achievements has been in the field of traffic and transportation education.

Work of that type, begun by the League 40 years ago, is now carried on primarily by the independent, but closely affiliated, Canadian Institute of Traffic and Transportation. Between them, the CITT and the CITL may fairly be said to have reached the goal of an integrated and comprehensive program of traffic education for Canada.

● **Early efforts.** Education was one of the League's original objectives—education not only of its own members, but also of business leaders, to make them aware of the benefits to be derived by business from application of sound principles of traffic management by trained and qualified men.

Little progress was made, however, until 1925, when Charles LaFerle was appointed chairman of an "Educational and Agenda Committee." In the following year efforts were made to establish a Chair of Transportation at the University of Toronto. The University itself was enthusiastic, but the necessary funds were not obtainable.

In 1927 the League's Quebec Division began to hold evening meetings of an educational nature, with outside speakers, and also group discussions, led by members, of particular topics.

Three years later, 1930 saw the commencement by the Education Division of the Montreal Board of Trade, in conjunction with McGill University, of a three-year course in Railroad and Industrial Traffic Management — the first of its kind ever given in Canada. CITL members were among lecturers in the course, and papers presented by all lecturers were made available for reproduction by the League. This course also marked the special connection, still continued, of the Quebec Division with educational matters. Comparable lectures are presently given at Sir George Williams University in Montreal.

Since 1930, also, the League has carried on lectures in conjunction with other universities and colleges.

● **Analyzing the need.** Helpful as they undoubtedly were, however, these courses and lectures did not, by themselves, meet the need for traffic education in Canada. To analyze that need, the CITL, in 1956, established a special committee, which determined that there were three definite requirements for

R. Eric Gracey, General Manager Canadian Industrial Traffic League

satisfactory education.

—A national, comprehensive and integrated course of training in traffic and transportation matters.

—An authoritative reference book dealing with Canadian transportation.

—The extension of transportation education to cover economics of transportation, transportation law, business management and other subjects; and to generally increase the scope of the effort in order to provide students with the necessarily broad background that would enable them to hold the position of department head and to take their place in the management councils of business organizations.

Out of this committee report came the incorporation in 1958 of the Canadian Institute of Traffic and Transportation, with the specific function of satisfying the foregoing needs. The Institute is patterned in many respects on the American Society of Traffic and Transportation.

The CITT operates independently of the CITL, but their close affiliation is indicated by the fact that both organizations share offices in Toronto, and that the general manager of the League holds the same title with the Institute. Additionally, many League members are active in the Institute.

The desired reference book has been published, and the recommended courses have been established and are presently being offered in conjunction with the University of Toronto.

● **CITT: Curriculum.** CITT courses are of two types—a basic "certificate" course and an advanced "graduate" course. Successful completion of both requires a minimum of four and a maximum of five years. All courses are of the self-study, correspondence type.

Financial help, on a loan basis, is available through the CITT for anyone who might find it difficult to meet even the modest fees charged for the courses and necessary study material.

For the current academic year (October 1965-May 1966) there are 717 candidates in the certificate course—265 in Part 1, 131 in Part 2, and 321 in the two parts combined. Another 190 men are enrolled in the graduate courses—108 in the first year, 45 in the second, and 37 in the third.

● **Certificate course.** The certificate course is prepared and is conducted by the CITT, with examinations supervised by the University of Toronto's Department of University Extension. The course is open to anyone actively engaged in traffic and transportation, or desirous of entering the field. There are no educational or occupational requirements for entrance and no credits granted for previous educational achievement. Basic study manual is the reference volume on Canadian transportation mentioned above, as up-dated in 1964. Additional aids may also be used, and are in many cases being supplied by cooperating divisions or districts of the CITL or by local traffic clubs. Emphasis througout the course is on practical aspects of traffic work.

Subjects covered in the first part include rules of transportation contained in the Canadian Freight Classification; classification and rating; construction and filing of railway freight tariffs; introduction to Canadian railway freight rate structure; class rates and tariffs within Canada; commodity and competitive rates and tariffs; routing; motor freight transportation; claims; warehousing and distribution; materials handling; small shipments; freight forwarders and parcel post; express; and passenger transportation.

The second part takes up railway straight bills of lading; export, import and international rates and tariffs; agreed charges; customs; inland and intercoastal water transportation; ocean shipping; principles of marine insurance; terminal facilities and switching; railway special arrangements; transit privileges; demurrage and weighing; and air express and freight.

● **Graduate course.** The three-year graduate course is prepared and conducted by the University of Toronto on behalf of the CITT. It is open only to those persons who successfully passed the First National Standard Traffic Examination conducted by the CITL in 1960, or who have satisfactorily completed both parts of the CITT's certificate course.

The first year of graduate work is devoted to English composition and introductory economics; the second to commercial law and transportation economics. The first three courses may be omitted by graduates of recognized Canadian universities. In the third year the candidate is required to study transportation law plus one additional subject chosen by him from accounting, business organization, economic geography, human relations in business, international economics, managerial economics, marketing or statistics.

Plans are currently under consideration for a continuing program of traffic education, which would go even beyond the present "graduate" level.

● **Examinations.** Written examinations in all courses are conducted at the end of each academic year, under arrangements made and administered by the University. For obvious reasons, examinations, uniform for each course, must be taken on specified dates, but the candidates have wide latitude in the places where they may take them. There are 99 recognized examination centers in Canada, ranging from all the major cities down to such relatively small towns as Corner Brook, Nfld., and Nanaimo, B.C. Special arrangements can be, and have been made for examinations to be taken at other points in Canada, in Great Britain, the United States, the West Indies and elsewhere.

Examinations in the certificate course are actually made up by practical traffic men in the CITT.

A grade of 50 or better is considered "passing"; one of 80 or more as an "honor" grade. A candidate failing any examination may repeat the course in the next, or a later, year.

● **'Merchandising' traffic education.** The CITT is actively "merchandising" its educational program.

Candidates passing the certificate courses are awarded a special diploma. Those passing the graduate courses are eligible for CITT membership. This membership, in turn, authorizes them to use the letters "CITT" following their names on business cards and correspondence, and they are encouraged to do this.

Highest-ranking graduates are given special awards, usually presented at the CITL's annual dinner. Each man's employer is notified of his successful completion of the work. This alone has brought the CITT numerous letters of appreciation from some of Canada's top executives.

More important, however, to the individual is that there is documented evidence of the courses having paid off in new jobs, promotions and increased salaries for graduates.

Members of the CITT and the CITL gain their reward from knowing that they are training the traffic men of tomorrow, by giving them a sense of purpose and direction, and stimulating them to pursue a worthwhile career in traffic and transportation.

CITL

The voice of Canada's shippers

Membership and methods make it influential and respected.

CITL wins high praise from Canadian

"I am pleased to extend congratulations to the Canadian Industrial Traffic League on its 50th Anniversary. Comprised, as its membership is, of representatives of industry knowledgeable in the field of transportation, the League is able to and does promote a spirit of cooperation and mutual assistance in dealing with matters of national and local interest. It has been my privilege to observe the activities of the League in matters coming before the Board of Transport Commissioners for Canada and I am pleased to acknowledge the League's assistance to the Board." *—Hon. Rod. Kerr, Q. C., Chief Commissioner, Board of Transport Commissioners.*

"The objective established by the Canadian Industrial Traffic League on its formation back in 1916 can probably best be described in one word—understanding—understanding between the users and suppliers of transportation. To my mind, the League has been most successful over the years in meeting the objective. The CITL has helped the people and the organizations at both ends of the transportation spectrum toward an appreciation of the others' problems.—*Alex H. Hart, Vice-President Freight Sales, Canadian National.*

As the Canadian Industrial Traffic League celebrates its 50th birthday, it can properly claim to be Canada's largest and most influential traffic organization—the recognized national spokesman for Canadian shippers. It is highly respected in all fields of transportation, both nationally and provincially. Its views are given full consideration by all regulatory tribunals and transportation agencies. Its members claim, without fear of successful contradiction, to control the largest share of their country's $4,000,000,000 annual freight bill.

Attainment of these positions is partly the result of 50 years of growth—briefly outlined, along with the League's ambitious plans for the future, on page 28B. It is partly, too, the result of the League's widespread membership, and of its organization and operations.

● **Membership.** As of Sept. 9 of last year the League counted 1,190 members—1,137 from Canada and 53 from U.S. companies having operations or transportation interests above the border.

Members must be engaged, within Canada, in a manufacturing, wholesale or retail business, to the conduct of which the purchase and/or sale of transportation is "incidental." Membership is held to "imply acceptance" of the League's own Code of Ethics for industrial traffic personnel.

Of the Canadian members, 507 were classed as "principal"—usually the highest-ranking traffic man in a member company. Another 611 were "additional," i.e., assistant, divisional, departmental or specialist traffic people from any company holding a principal membership. The remaining 19 were honorary members.

Members come from nine of Canada's 10 provinces—533 from the country's industrial heartland, Ontario; 306 from Quebec; 274 from the four western provinces, and 24 from the Maritimes. Only tiny, largely agricultural Prince Edward Island is not represented.

CITL membership, it may be noted, differs in two important respects from that of the otherwise generally comparable U.S. National Industrial Traffic League.

First is the CITL's acceptance of additional memberships. In the NITL only the very largest companies—General Motors, for example—have more than one or two members. In the CITL many industrial companies hold a single principal membership, plus one or more in the additional category; British American Oil has no less than 28 men in the latter class. (The CITL does, however, limit boards of trade, chambers of commerce or trade associations to one representative.)

Second is the organization of CITL membership into divisions and districts. There are seven divisions—one for the four Maritime provinces, and one for each of the other six. Some of these are further subdivided into districts—the Calgary and Edmonton districts in Alberta; the Eastern Townships district for that part of Quebec south of the St. Lawrence River; and, in Ontario, the Grand Valley, Golden Triangle, Niagara-Hamilton, London and Essex-Kent districts.

● **Government.** Government of the League is vested, in the last analysis, in its members. It is they who elect officers and directors, and who establish general policies.

Those policies, in turn, are carried out by the officers and directors, as elected by the members, and by the standing committees.

Officers are an honorary president, a president, a first and second vice president, and a treasurer, all of whom are ex officio members of the board of directors. Other directors are the three immediate available past presidents, the chairmen of all national committees, the chairman and vice chairman of each of the seven divisions, and two elected members of each division.

● **Committees.** Work horses of the CITL are its standing and special committees. The standing committees have increased from eight in 1919 to 27 now; their subjects are Air Transportation, Bill of Lading, CITL-NITL Liaison, Claims, Conference Line Tariffs, Customs, Education, Equipment Detention, Export and Import, Highway Transport, Household Movers, League Management, Legislation, Material Handling, Membership, Packaging, Physical Distribution, Policy and Progress, Private Motor Truck, Public Relations, Railway Classification and Rates, Railway Services, Resolutions, Rules, Small Shipments, Traffic Management and Water Transportation.

The committees' job, in general terms, is to keep abreast of all developments within their assigned area, and to recommend what position or action the League should take, consistent with its over-all general policies, on those developments. They may act on their own initiative, or on request from League members or directors.

transport men familiar with its work

"The past half-century has seen extensive development and almost ceaseless change in the transportation industry.

"During this period the Canadian Industrial Traffic League has played a vital role in helping to shape the rail transportation plant which today speeds Canada's commerce to market.

"This month, as the CITL marks its 50 years of dedication to transportation across Canada, Canadian Pacific welcomes the opportunity to congratulate the officers and members of the League on their Golden Anniversary, and to offer best wishes for the future."—*Canadian Pacific.*

"The Canadian Industrial Traffic League is one of several major shipping organizations with whom the Canadian Freight Association, on behalf of our member Railways, has had an excellent rapport over the years in dealing with freight transportation topics of national interest. The League has always been very cooperative and helpful in acting as a liaison between their member industries on the one hand and our Association members on the other in arriving at mutually acceptable solutions to transportation problems. We take this opportunity to wish them well for the future."—*W. P. Coughlin Chairman, Canadian Freight Association.*

CITL

Fifty years old, plans for the future

Five-year program would lay a base for continued progress.

Formation of the Canadian Industrial Traffic League was, as its 50-year life span clearly shows, a direct outgrowth of World War I.

During that war, says the League's historian, T. B. Morrison (traffic manager, Kruger Pulp & Paper, Ltd., Montreal), "industry was affected by unusual conditions. Demand for production was very intense. Many problems and questions arose in regard to traffic and transportation, which, under normal conditions, would not have existed. The consequence was that misunderstandings took place between railroads and shippers."

These conditions led to a number of informal gatherings of Toronto traffic men—and from those gatherings came the idea for a formal organization for consideration of problems and exchange of ideas.

The result was another meeting in Toronto on Oct. 25, 1916, at which the Canadian Traffic League, predecessor of the present CITL, was officially established, with the then nine-year-old National Industrial Traffic League of the United States as its model. At the same meeting officers were elected, with W. C. Thompson, traffic manager, Goodyear Tire & Rubber Co., Ltd., as the first president. Membership fees were approved, and a constitution adopted, setting out objectives which, though subsequently spelled out in greater detail, have continued accurately to reflect the League's purposes.

● **Growth.** Early growth of the new League was rapid. Its original 1916 membership of 18 men increased to 68 by 1919, with 14 of these located outside Toronto—but all in Ontario. A year later membership totalled 95, a number which remained almost constant for the next seven years.

Toward the end of 1925, steps were taken to broaden into a truly national body what had, at a now unknown date, been renamed the Canadian Industrial Traffic League. Montreal traffic men were invited to join, and did so. "Divisions" were established to cover all of Canada, though some of these were not fully activated until much later.

The 1925 reorganization had been preceded, as early as 1919, by formation of the League's first eight Standing Committees. Such committees, though they have varied from time to time in number and scope, are still an important and indispensable feature of League management and operation.

Accompanying the 1925 reorganization was the introduction of a new publication service "for the information of members." Bulletin No. 1 appeared on Jan. 28, 1926, and others were issued monthly until March 31, 1928, when they were replaced by more frequent circulars. The latter eventually gave way in turn to the present "Traffic Notes," distributed weekly and still numbered consecutively; the issue of Dec. 31, 1965, was No. 4270.

● **The past 20 years.** Since World War II the League, more than ever before, has become a truly potent force in Canadian freight transportation. Two factors are principally responsible:

First was the League's own action in establishing a permanent office and employing full-time executive secretaries. First long-term occupant of the secretary's office was Howard A. Mann, who subsequently served as a member of the MacPherson Royal Commission

(Continued on page 28B)

Committee recommendations, whether for action or information, are incorporated in reports which are submitted annually (or oftener if necessary) to directors and League members. Acceptance, and usually, approval of those reports is a major item of business at the annual meetings. If a committee is unable to present a unanimous report, dissenting members may file a minority report, which is considered along with the majority views.

● **Meetings.** Annual meetings of the League, open to all members, are held late each February, alternately in Toronto and Montreal.

The directors meet four times a year. In recognition of the fact that approximately 50% of the membership is in Ontario, 25% in western Canada, and another 25% in Quebec and eastern Canada, two of the four director's meetings are usually held in Ontario, one in the West and one in the East. They have been held at points as far apart as Moncton, N.B., and Vancouver, B.C. Normally they are timed to coincide with a local divisional or district meeting.

Divisions and districts are required by the League's constitution to meet at least quarterly. This makes it comparatively easy for nearly all members—and especially "additional" members, who might be unable to attend the League's annual meetings—to participate actively and regularly in League affairs. This, in turn, gives them the opportunity to increase their interest in and knowledge of traffic matters; and if they so desire, to win League recognition and advancement on a wider basis.

Space and the railroads: An expert's view

HOW THEY COMPARE: An ex-space scientist turned railway supplier thinks each industry may learn something from the other.

ONE BIG DIFFERENCE: The customer-oriented railroad industry relies on its own resources, thus must get more for its money.

GRS President J. K. Records

In the view of many Wall Streeters, America's biggest growth industries are (1) aerospace and (2) railroads. One man who knows both is John K. Records, a young (44) space scientist who last year became president of an old-line railway supplier—General Railway Signal Co. (which traces its corporate ancestry back to the 1880's, and is now a unit of the widely-diversified General Signal Corporation). During 15 years with the General Electric Co., Records had a leading role in America's space program. He was responsible for the design, development and testing of the Atlas radio-command guidance system (heading a department of 1,200 persons, of whom 1,000 were scientific and engineering personnel). He directed the development of a radio-command guidance system that was employed on the first Mercury flights and was later used on the famous flight of Col. John Glenn. Records joined GRS late in 1964, became its president on March 1, 1965.

Q. Railroads are often compared with the aerospace industry—and not always favorably. Do you think railroads have anything to learn from aerospace?

A. Possibly. I do think aerospace may have something to learn from railroads. It's quite true that railroads and railroad suppliers don't spend as much money on research as aerospace spends, but it seems to me they get more for their research dollar. It's easy to spend the taxpayers' money. The railroad industry spends its own money. I have been most impressed with the fact that we here at GRS, for example, turn out systems for our customers that have safety records and other features that would have cost considerably more had they been developed by aerospace.

Actually, there are things to be learned from both sides. But you have to remember that the two industries have one very fundamental difference. Aerospace is revolutionary. The fundamental motivation is to be able to fight an effective war against an enemy. Railroads are more evolutionary in nature. They take smaller steps with sound economic objectives based on business considerations, not war theory. A number of techniques developed by aerospace indicate that they should be looked at by railroad people. But they must be looked at very cautiously. Some programs are designed to trade money for time. It's a question of which you have most of—money or time.

Q. What do you think of the proposal that railroads orbit their own satellite?

A. The longer the distance you have to communicate over, the more attractive a satellite becomes. A considerable number of economic analyses would have to be made before any final decision.

Q. Getting back to government investment in transportation research—the federal government is now making a modest investment in the Northeast Corridor projects . . .

A. And high time. Billions have been spent to improve and promote highways, airways and waterways. It's time the government recognized the inherent efficiency of railways and tried to redress the balance.

Q. Then you think the Northeast Corridor projects are justified?

A. We expect dramatic achievements out of this undertaking. We are cooperating with the railroads, the Commerce Department and the passenger-car manufacturers.

Q. This brings up the whole question of mass transport. What is your own company's stake in this—specifically, in mass transit?

A. Our stake is already big, and it's going to get bigger. About 16 cents of our total sales dollar now comes from

TOWARD AUTOMATION: George L. DeMent (left), chairman of the Chicago Transit Authority, Charles E. Keiser, CTA operating manager, and Records prepare to inspect GRS automatic control equipment.

the transit field. Within five years we expect 20 cents of a much bigger sales dollar to come from transit.

Q. Could you be more specific?

A. As you know, we have long been a supplier of control systems for major subways. We recently furnished equipment for Toronto's subway expansion. We were awarded a contract last year for a new electronic control system for Chicago's transit system. We have participated in the automatic train control tests on the Bay Area Rapid Transit District's Diablo Test Track.

There is, of course, no single solution to the mass transit problem. The answer lies in a combination of steel wheels on steel rails and sensible utilization of automobiles and buses. It's our belief that rapid transit should be closely allied with vehicle traffic control of expressways and city streets. We have in recent years been developing and supplying equipment for this purpose — ultrasonic vehicle detectors, solid state traffic signal controllers, and computers to analyze traffic to ensure the most efficient control and timing of traffic signals.

Q. If we can return for a minute to R&D—how much money is GRS investing in research?

A. We're presently spending 8 to 9 cents of every sales dollar on research and engineering, and 25 to 30% of that is what you might call visionary—something for which there is no current demand (although obviously the requirement must exist). We try to anticipate what our customers will need.

Q. For example?

A. We are presently developing a train control system for application to track not already controlled by conventional means We call this "Zone Control." It's not a signal system in the usual sense. Rather, it is a new concept in operational control. There are no wayside track relays, signals, pole lines or power requirements. The only wayside components are inert devices—that is to say, they require no energy or wire connections. These devices establish the identities and boundaries of specific zones or sections of track. Locomotives are equipped inexpensively so as to recognize these devices. We regard the Zone Control concept as a sizeable step toward operating a train from a central source—just as CTC allows you through track circuits to control a reasonable section of traffic. Zone Control is designed to accomplish this without complex communication between train and wayside. You know where the train is with respect to a fixed point—this is communicated back to a central station and you control the train movement from there.

Q. How have the railroads reacted to this development?

A. We have begun to expose people to the concept, and we have found a lot of interest. We now have a joint test set-up with a major eastern railroad. This is the next step after CTC. GRS has been the leader in that as we expect to be the leader in this.

Q. All of this sounds very customer-oriented . . .

A. You have to be, these days. Railroads themselves are becoming increasingly customer-oriented, and the kind of top management that leads a railroad in that direction also sets up a smarter engineering and procurement approach. That railroad becomes a tougher customer for old-line suppliers to deal with. A greater burden is thrown on suppliers and their product-development programs. Any supplier who stays competitive will find that his engineering and research programs are going to have to become more effective.

Q. Are we going to see greater reliance in the future on the so-called total systems approach?

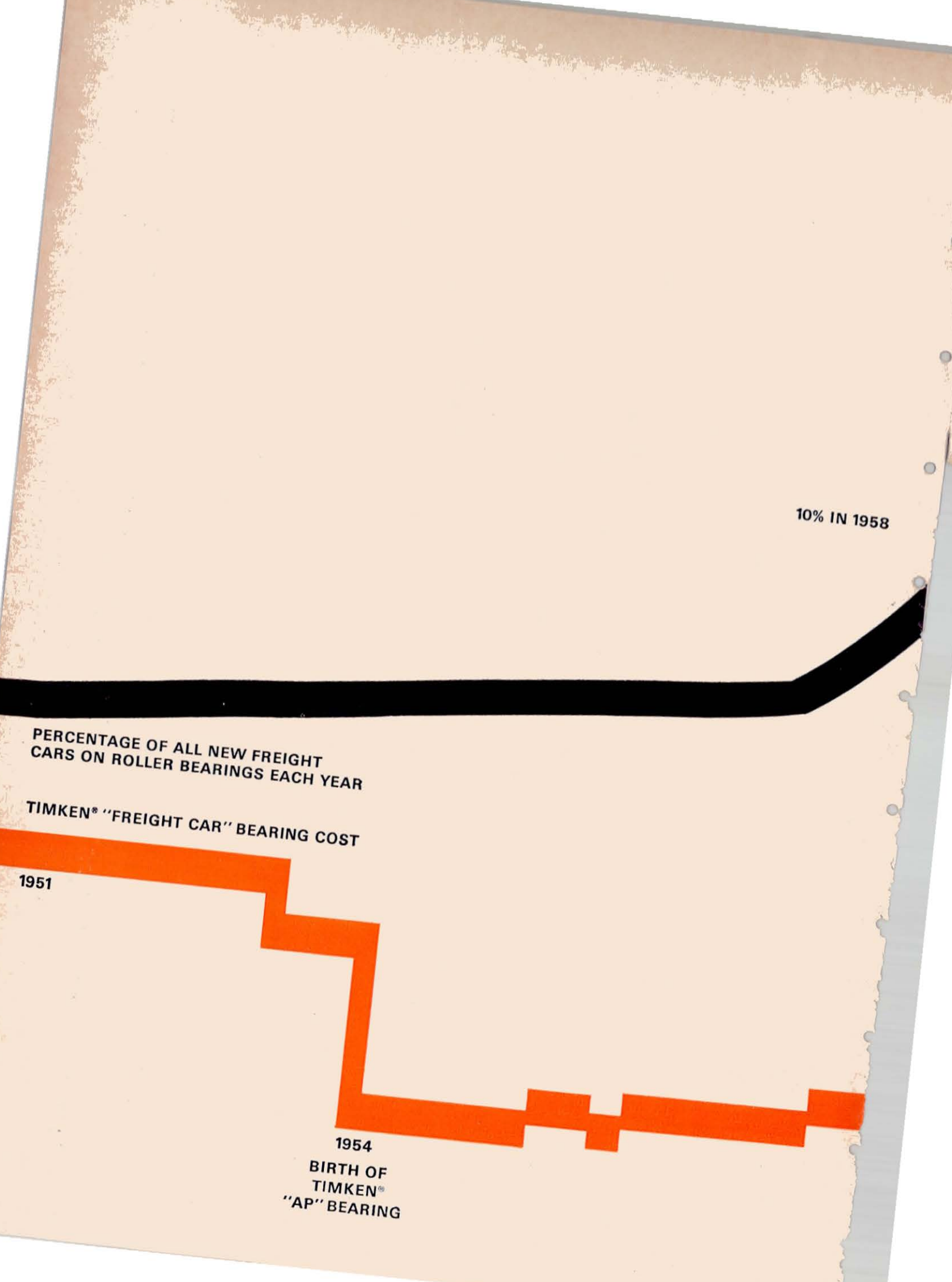
A. Without question. The growing tendency is to ask for a complete system. One prime contractor pulls together other suppliers. Large corporations have approached us about working with them on total systems. And we've found their ideas and proposals to be of considerable interest and value.

Q. In some quarters, railroads are held to be backward—slow to accept new ideas. What has been your experience?

A. We certainly haven't found this to be the case. Take our TMU, for example—what we call the Train Multiple Unit-er. This is a computer-electronic control package which operates a locomotive automatically. Placed within a train with a manually controlled locomotive at the head end, the automatic locomotive permits the operation of longer, heavier trains. It's especially well adapted for unit trains. It has already won acceptance and we think it has a great future.

Q. How do mergers, and rumors of mergers, affect suppliers?

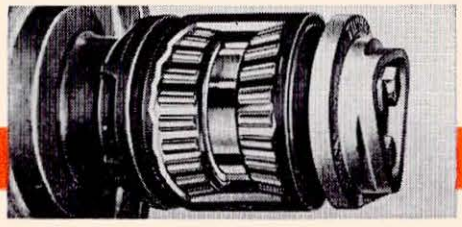
A. The prospect of merger tends to slow down procurement The people involved are sometimes unable to make long-term commitments until the merger is approved. But the long-term benefits will be tremendous, particularly in our range of capabilities. ■


10% IN 1958
PERCENTAGE OF ALL NEW FREIGHT CARS ON ROLLER BEARINGS EACH YEAR
TIMKEN® "FREIGHT CAR" BEARING COST
1951
1954
BIRTH OF TIMKEN® "AP" BEARING

90% IN 1965

TWO TRENDS TO WATCH IN RAILROADING

The black bar represents the acceptance of "Roller Freight". The orange bar represents the cost of Timken® "AP" bearings, less now than when they were introduced in 1954. Timken bearing quality and service have always been high and will continue to remain so. This is the *original* tapered roller bearing that pioneered today's "Roller Freight" concept. Because of performance and reliability, it's now on over 200,000 freight cars in the U.S. and Canada. Before you buy another bearing, why not consult your Timken bearing sales engineer? He'll help you chart a more economical course. The Timken Roller Bearing Company, Canton, Ohio. Manufacturers of Tapered Roller Bearings, Fine Alloy Steel and Removable Rock Bits.



TIMKEN®
TAPERED ROLLER BEARINGS

1965

Circle 17 on reader service card

Motorized maintenance forces

Tight security measures

Strike speeds FEC modernization

FEC—The strike that failed

New cars

Mechanization of track work

The Florida East Coast strike, longest and perhaps the most bitter strike in the history of U. S. railroads, quietly entered its fourth year last week. The pickets are still there. But they sit in their cars and talk about co-strikers who have landed other jobs.

After three years it is apparent to almost everyone that the strike against FEC has failed.

FEC knows the strike has failed. The figures (facing page) that sum up three years of operation under strike conditions tell an eloquent story.

- **Service gets better.** Shippers in Florida know the strike has failed. FEC's service, while still restricted, is getting better all the time.

Most poignantly of all, FEC's pre-strike work force can tell, too, that the strike has failed.

Of the almost-2,000 men and women who walked out then, only a handful are still around waiting for a settlement. And of those that are, few seem to have much hope for anything more than a face-saving arrangement.

- **The search for an 'out.'** Some of the national leaders of the striking unions all but conceded (and not too privately at that) that the FEC strike has failed—at a Miami meeting last February of FEC officers, union presidents and National Mediation Board people. In almost so many words they agreed that there was little economic, social, political, or organizational leverage left for them to use in bringing FEC to terms.

If there is little optimism at the top, there is even less at union levels.

Says a Miami union officer: "We will win because we cannot lose."

A Jacksonville union strike officer sums things up this way: "We are holding firm as legislative and legal moves

FEC's results during the strike

(and the figures for 1962, last pre-strike year)

	1965 - ESTIMATE	1964	1963	1962
Operating Revenues	$24,450,000	$22,622,572	$ 14,237,653	$29,505,302
Freight	24,000,000	22,140,514	13,484,617	22,020,049
Passenger	19,000	—	371,250	4,389,695
Other	431,000	482,058	381,786	3,095,558
Operating Expenses	$17,000,000	$16,006,705	$ 11,943,605	$24,205,329
Operating Ratio (Expenses to Revenues)	69.5%	70.8%	83.9%	82.0%
Other Expenses Referable to Operations	$ 4,400,000	$ 3,868,892	$ 2,819,941	$ 4,591,594
Taxes	2,000,000	1,683,924	1,414,639	2,263,279
Net Rents	2,400,000	2,184,968	1,405,302	2,328,315
Net Railway Operating Income	$ 3,050,000	$ 2,746,975	$ Dr. 525,893	$ 708,379
Other Income less Deductions	$ 150,000	$ 557,055	$ 588,006	$ 501,576
Income Available for Fixed Charges, etc.	$ 3,200,000	$ 3,304,030	$ 62,113	$ 1,209,955
Fixed Charges	$ 1,190,000	$ 1,224,910	$ 1,179,323	$ 1,215,181
Contingent Charges (Second Mortgage Interest)	$ 1,237,500	$ —	$ 1,237,500	$ 1,237,500
Funded Debt and Equipment Obligations at Year End	$47,333,339	$47,000,000	$ 45,482,162	$46,522,425
Tons of Revenue Freight Hauled	8,252,000	7,640,992	4,216,960	6,492,003
Revenue Ton Miles (Thousands)	1,432,000	1,325,850	772,747	1,068,369
Freight Revenue per Ton-Mile	$ .0168	$ .0167	$ .0175	$ .0206
Passengers Carried	4,220	—	35,968	478,066
Passengers Carried One Mile (Thousands)	566	—	11,379	145,122
Passenger Revenue per Passenger-Mile	$ .0335	$ —	$ .0326	$ .0302
Average Number Employes	950	856	597	2,129
Wages	$ 7,000,000	$ 6,311,555	$ 4,864,551	$13,560,801
Payroll Taxes	$ 600,000	$ 491,091	$ 295,793	$ 1,155,209
Health and Welfare Benefits	$ 46,000	$ 51,439	$ 51,911	$ 390,601
Total of Wages, Payroll Taxes and Health and Welfare Benefits	$ 7,646,000	$ 6,854,085	$ 5,212,255	$15,106,611
Average Wage per Employe	$ 8,048	$ 7,373	$ 8,148	$ 6,370
Miles of Road Operated at End of Year	572	572	572	572

are made to reduce the economic strength of the massive du Pont empire."

His statement is, almost word for word, a phrase taken from a union publication that for months has been reporting the progress of the FEC strike in terms of action taken at state and federal levels against "the billion dollar Alfred I. du Pont empire which financier Edward Ball [FEC's board chairman] controls."

● **Ball is the union 'demon.'** FEC's Ball, in fact, is the chief—and only—"demon" in the unions' view of what has gone wrong with their walkout against the FEC. A New Smyrna Beach striker who either reads less than his Jacksonville co-worker or whose view reflects more of the outright despair felt by the men still directly involved says, darkly, "This ain't going to end until old Ball dies. He's old and he's going to die one of these days."

The professional union men on the scene are, probably, the most despondent of all. A few will privately concede the strike has failed. Some will readily admit the strong feelings the men have "against the union leaders who got them in this mess." All of them, in one form or another, ask the same agonizing question: "Can we just let the men go down the drain?"

The strikers themselves tend to be more realistic and more outspoken than their leaders high and low. Some talk of ousting their present leaders and some talk of lawsuits aimed at both the unions and FEC.

A picket sitting quietly in his auto a block away from FEC's dun-colored headquarters building in St. Augustine admits he carries the oilskin sign for the $15 a week the unions pay him. "I'd have gotten another job long ago if I could have gotten one," he says.

An elderly clerk views the strike with a superstitious point that comes out almost like pop art when he probes for the cause of the walkout's failure. "This is the third strike that has come a cropper on the FEC. The Firemen lost one back in the early Twenties. We lost the Shopcraft strike here in 1925. In fact, some of the men who hit the bricks with us three years ago were the same scabs that hired on the FEC back then and helped break the Shopcraft strike."

● **'They're not all scabs.'** A woman who is working at a new job in St. Augustine (and who says she would not go back to work for the FEC if she were offered her old job again) notes that many of the strikers have already gone back to work on the FEC and that "not all of them are scabs." She explained that men with serious and pressing financial needs are not really thought of as scabs by many of the men still out on strike. "The unions have all urged us to find other jobs and some of these men couldn't find other jobs."

Strikers and some union leaders often express private dissatisfaction with the way the strike is run. "One of our great problems," notes one union officer, "is the fact that things acceptable to my union are not acceptable to heads of other unions. We often have no idea of what officials of another union are saying. Some of them shoot their mouth off a lot. Guys like that have hurt us."

● **Mechanization takes over.** FEC strikers (or at least those who understand over-all railroad operations) have watched the strike founder not only

GUS WELTY'S

WELTY

LINES ON LABOR

A MATTER OF COMPULSION—For more than a decade, the railroads and the Brotherhood of Locomotive Firemen & Enginemen have been able to agree on very little in the dispute which led to arbitration of the manning question. It's not surprising, then, that BLF&E President H. E. Gilbert, and J. E. Wolfe, chairman of the National Railway Labor Conference, have sharp differences of opinion on the nature of the arbitration itself—that is, can it be called "compulsory" arbitration?

In recent weeks, both Gilbert and Wolfe have appeared before a major discussion forum, the Commonwealth Club of California. And the matter of arbitration's definitions has had prime-time attention from each. So far as Gilbert is concerned, the law that led to creation of Arbitration Board 282 and the fireman-off award was compulsion, pure and simple. He laid heavily on the phrases "compulsory arbitration" and "forced arbitration"—and a major part of his presentation was a warning again t the "growing tendency to let third-party involvement and compulsion enter the labor-management field."

WHO FORCED WHAT?—The BLF&E president put most of his attack on compulsion in the context of the fireman-off dispute, and NRLC's Wolfe stayed pretty well within that framework in filing a strong objection to the Firemen's position. Three critical factors must be considered, he noted—the historical background of the subject submitted to arbitration, the parties' attitudes during negotiations and, finally, the success or failure of the arbitration itself. On each count, he concluded, the union can't make the charge of "compulsion" stick.

NRLC's chairman recalled, first, that the dispute didn't actually begin in 1959 when the railroads served fireman-off-notices. It had its roots in fact-finding reports of the 1940s and early 1950s which said that the fireman was useful only as an on-the-road mechanic, that the head brakeman is a qualified lookout and, finally, that with improvements in diesel technology even the fireman's mechanical duties had disappeared. Said Wolfe: "It was evident, then, as far back as the early '50s that the fireman's days were numbered—for the railroads could not compete effectively or perform the kind of service demanded by a rapidly expanding economy if the industry had to carry more than 40,000 unnecessary firemen."

A LINGERING DISPUTE—When the issue came to bargaining in 1959, he contended, first attempts at bargaining failed—and the dispute went to a Presidential Railroad Commission and later to an emergency board. Still later, other elements of the federal government—the mediation board, the secretary of labor—offered proposals. Wolfe's point is that the railroads accepted reports, reacted to proposals and "publicly and privately tried our best to settle the dispute. It was only after the union had consistently and stubbornly rejected every settlement attempt that Congress, faced with a national emergency of gargantuan proportions, passed the arbitration law. . . . The Firemen's union leaders brought it on themselves and labor generally permitted it to happen."

WAS IT COMPULSION?—Wolfe goes from question to conclusion: "Was this really schoolbook 'compulsory' arbitration as that term is normally understood? Does it really fit the description used to inflame labor interests against the arbitration board and its award? The answer is no. The preamble to the law creating the arbitration board recites clearly that the parties had agreed to arbitrate but had been unable to work out an arbitration agreement. Thus, Congress basically did not impose involuntary arbitration . . . [it] only supplied the terms and procedures the parties had been unable to work out for themselves." And what about the future? NRLC's chairman puts it this way: "If we are to witness enactment of binding arbitration laws, the authors of the events compelling this result will not have been the railroads or the managements of other industries. Such laws will come from irresponsible labor leaders who foment disregard of common sense and the public good . . ."

because of the carrier's ability to get back into operation with supervisory manpower and new hirees, but also because of the road's rapidly diminishing need for manpower. FEC has pushed mechanization and automation programs in all departments because of the strike. Says the road's President W. L. Thornton: "The strike forced us to modernize plant, equipment and operations at a pace that would have been literally unthinkable before the strike."

With about the same level of capital spending budgeted for 1966 as was spent in 1965 ($3.88 million), Thornton speaks calmly of FEC's physical rejuvenation: "We are already in quite a bit better shape than we have ever been since FEC came out of receivership. Our growth last year was about 8%. Our red carpet service to shippers is a success. Our new train is running as heavy as any of our other trains. ACL and SAL, in fact, are proposing intrastate rate increases in Florida, but we're interested in reductions. We're promoting and quite confident of success for a 640-acre industrial park near Miami—it'll be the finest in Florida. We're now installing water and gas and other facilities."

Maintenance of way work, signal and communications work and paper work on FEC have been mechanized, motorized and streamlined. Centralization of certain kinds of work has steadily diminished FEC's need for manpower. "As a result of the strike," notes Thornton, "we found many of the reports we used to have were quite useless. The strike forced us to become efficient. We bought equipment that we could not have justified before the strike but which we had to have when we were struck."

In sharp contrast, the strike has all but destroyed the work force that walked out three years ago last week. The strikers could not, probably, even begin to man the FEC in pre-strike fashion.

• **How many are involved?** Where have the strikers gone? Local union officials insist there are more than 600 men still involved in the strike. FEC's records show that more than 350 strikers have bid in on FEC jobs since the strike began. "Some 220 or so of these men belong to the operating unions and more than 130 of them belong to the non-op unions," says FEC Vice President Personnel R. W. Wyckoff.

"About 350 more strikers have left service for retirement. About 200 more are on disability rosters," he adds.

How many of the remaining strikers have found other employment? No one seems to know. Many strikers are known to have gone to work for the

(Continued on page 40)

LIQUID NITROGEN CAR is being displayed at this week's Chicago meeting of United Fresh Fruit & Vegetable Association.

Nitrogen cools Santa Fe reefers

Experimental refrigerator cars will enable road to appraise the operation and costs of the new type of cooling equipment.

Liquid nitrogen for refrigeration of cargo in rail cars—are there any advantages for shippers and/or railroads? What does it offer compared with mechanical types of refrigeration? The Santa Fe wants to know. That's why the road is experimenting with Linde's Polarstream liquid nitrogen system on five refrigerator cars. These converted cars were the last of an order of 400 MTC units recently completed at the road's Topeka, Kan., shops.

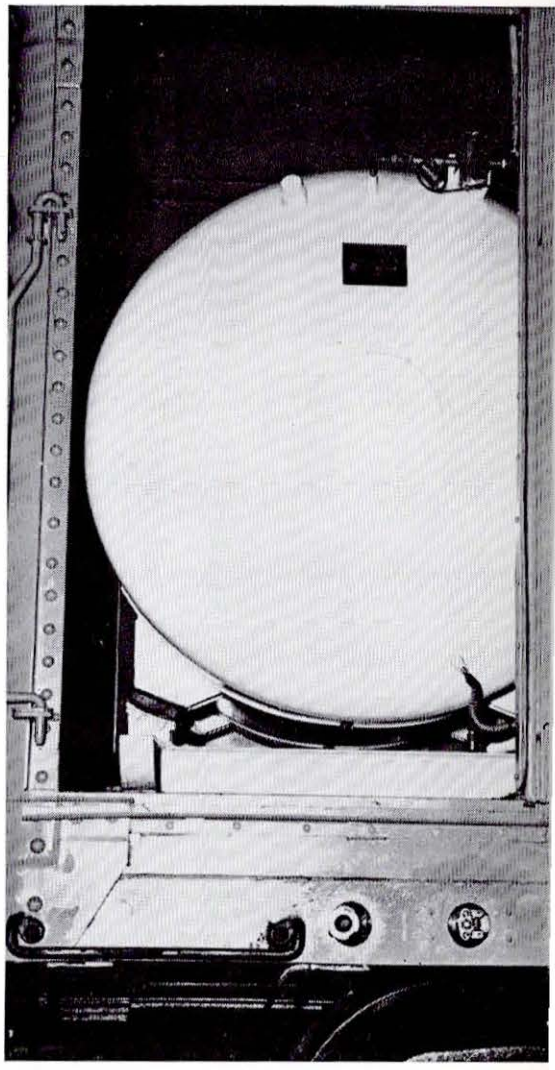
"And experimenting is exactly what we mean," ATSF mechanical officers say. "The cars were built entirely at Santa Fe expense. They will be used strictly on a trial basis to accumulate actual service information and data on liquid nitrogen refrigeration systems. In this way, the railroad is moving ahead and keeping abreast of the latest developments in the transportation refrigeration field. We are not endorsing the Polarstream equipment, or even the liquid nitrogen process at this time."

In external appearance, other than lettering and a distinctive green door, the five cars are the same as the more than 2,000 MTC units built over the past few years by the Santa Fe. They will be used to handle pre-cooled fresh fruits, vegetables and frozen commodities, much the same as any MTC car. Pre-cooling is a necessity, otherwise the rate of nitrogen consumption would increase considerably because the total refrigerating capacity of nitrogen from liquid state to 0-deg F is only 165 Btu-per-pound.

- **More insulation required.** To provide a well-insulated car and reduce heat leakage to a minimum, the thicknes of the pre-foamed polyurethane panel lining has been increased to eight inches on the sides, ends, floor, roof and doors. This thickness is over double that in the road's MTC cars. Tests have shown that the heat loss for the entire car (UA factor) is 56 Btu-per hour-per degree F difference, a figure that is satisfactory to the Santa Fe. The lading space volume of the car is 3,525 cubic feet.

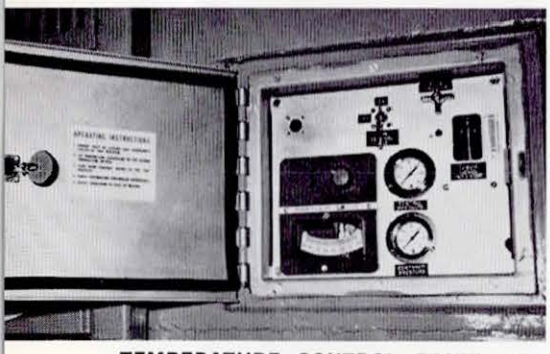
Blue fiberglass-coated plywood lining is applied to the car interior over the panels, 3/8-inch thick on the sides and doors, 3/4-inch on the B-end and 1-inch thick at the liquid container end. The lining overlay consists of a polyester resin reinforced with 3/4-ounce-per-square-foot fiberglass.

Other features similar to the diesel-



VACUUM INSULATED container holding 3,300 pounds of liquid nitrogen is installed in space normally occupied by mechanical refrigeration equipment. Gas is released from discharge manifold down car center.

PRE-FOAMED polyurethane floor panel section is installed in Santa Fe reefer before side panels are fitted in place. The insulation is eight inches thick.



TEMPERATURE CONTROL PANEL with door open showing instruments and control for setting temperatures inside car.

FOAM, applied at floor level, bonds the sides, floor and end panels into one continuous solid mass of insulation.

operated MTC cars include 20-inch-travel Santa Fe Super Shock Control underframes and high capacity rubber-and-friction draft gears. The 70-ton narrow-pedestal Ride Control trucks have 6 x 11 roller bearings, 3 11/16-inch-travel springs, automatic slack adjusters and 12- x 10-inch brake cylinders.

● **Refrigerant sprayed in car.** The Polarstream PS-401 refrigeration system in the cars is designed for the shipment of perishable goods. The system is reported to maintain a cargo at any temperature between minus 20 degrees F and ambient (outside) temperature and is capable of reducing the air temperature in the car to the preset temperature in a matter of minutes. This is done by intermittently dispersing liquid nitrogen from a spray header into the car. A control box mounted on the outside of the car contains the control and monitoring components used for proper operation of the system in transit.

Liquid nitrogen, weighing 3,300 pounds, is stored in a vacuum-insulated container installed at one end of the car, occupying space usually taken up by the mechanical refrigeration equipment. All loading is done through either the right or left side liquid fill connection and liquid fill valve. A rapid transfer of the liquid nitrogen is realized by allowing the nitrogen gas, formed by cooldown of transfer lines and container, to discharge to the atmosphere through the gas vent valve.

Release of the liquid nitrogen for refrigeration is determined by a temperature controller which functions to open or close the liquid control valve. The temperature controller obtains its power from the pressure of vaporizing nitrogen in the storage tank. No outside source of power is needed.

● **Container pressure gauge.** A normal pressure of 15 to 18 psi in the container causes the liquid nitrogen to discharge from the container through the opened liquid control valve into the spray header which disperses the nitrogen throughout the car. If the operating pressure rises in the container beyond the normal 15 to 18 psi, the back pressure valve will open and relieve the pressure to atmosphere. Container pressure can be observed on a gauge in the control box.

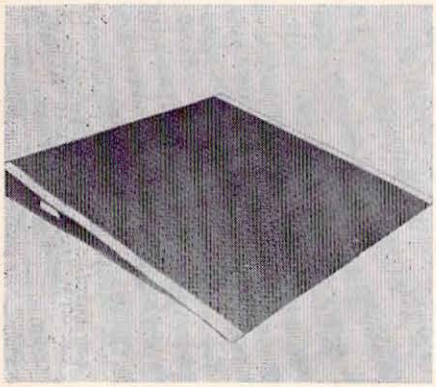
The pneumatic control system operates on nitrogen gas formed by passing liquid nitrogen from the container through a pressure building valve, coil and regulator, and then discharging it into the gas phase of the container. The pneumatic control pressure is obtained by withdrawing gas from the container gas phase and passing it through the control gas heat exchanger which heats it to near ambient temperature.

Flow of the liquid is controlled by a temperature controller which allows the liquid control valve to open and disperse the nitrogen through the spray header. The refrigeration system will function when the emergency valves and the main control valve are on.

An emergency valve is near each door inside the car. It can be turned off manually to stop the system from operating if it is accidentally started while a person is inside. The temperature controller has a capillary bulb within the car which senses the rise and fall of temperature. This controller will maintain the desired pre-selected temperature in the car by closing the liquid control valve when the cargo space is lowered to its selected temperature. It will re-open the valve to admit liquid nitrogen to the cargo space when the temperature rises above this selected value.

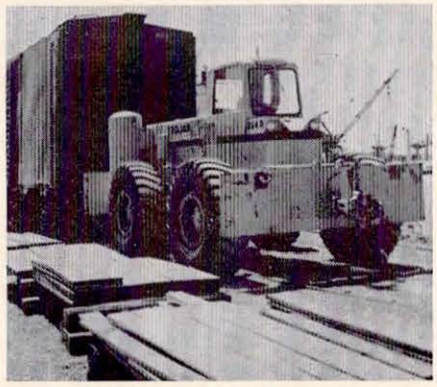
The controller pressure gauge indicates the pressure of the output side of the temperature controller and registers only when the liquid control valve is open. The gas vent valve is opened when the system is filled, and is closed when the liquid nitrogen begins to sputter from the full try-cock valve. ■

NEW **PRODUCTS** REPORT



Pallet Ramp (RA-1)

The all-welded, heavy-duty aluminum Pallet Ramp is said to provide a jar-free incline for hand-truck loading and unloading of palletized materials, permitting one man to move loads up to 850 lb from pallet level to ground level with ease and safety. Sliding or dropping of load off pallet edge is also eliminated. Five-member underbracing provides a solid deck surface, and a safety tread plate permits all-weather use. *Copperloy Corp.*

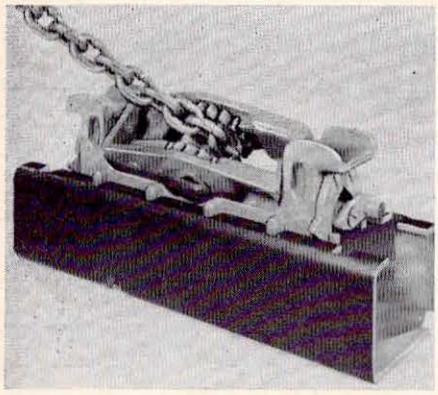


Rubber-Tired Tractor (RA-2)

Power steering, power brakes, and a full-reversing, full-power-shift transmission are features of the Model 254R rubber-tired tractor for yard operations. Front and rear couplers, operated from seat in tractor, enable machine to push or pull up to 1,500 tons. A separate 35 CFM air system, connected by hand, operates air brakes on cars moving in long trains. The low-pressure, wide-tread tires span the track and travel on railroad ties. *Eaton Yale & Towne, Inc.*

Chute Lining (RA-3)

PO-663 fabric-backed polyurethane linings being used to replace worn-out chute and discharge-spout linings are said to show no visible wear after months of handling the grittiest grain. Material is produced in sheet sizes ranging up to 96 x 40 in. in 1/16-, 1/8- and 1/4-in. gauges; in rolls, up to 40 in. x 50 ft in 1/8- and 1/4-in. gauges. It is installed by bolting or cementing with adhesives. *United States Rubber Co.*



Tie-Down Winch (RA-4)

The Brandon Universal winch for equipment securement on flat cars now adapts to the same size inboard or outboard channel throughout car. The double-trunnion cradle design divides impact load and distributes it over a large span of the channel, eliminating localized stress which could distort channel. Cradle action permits pull in any direction with chain always perpendicular to drum axis. Chain locks in integral pocket section of cast-steel drum. *Brandon Equipment Co.*

Strapping Material (RA-5)

Bundling with straps of Avistrap polypropylene at Goodyear Tire & Rubber Akron plant is said to minimize humping effects and reduce cost of unloading reclaimed rubber. Slabs reclaimed from old tires are dusted with powdered soapstone and stacked on wood pallets over a base of heavy corrugated material. Two straps are then inserted between pallet and corrugated base. Straps are 5/8 in. x 20 in. *FMC Corp.*

RAILWAY AGE WEEKLY

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James G. Lyne—An appreciation

"Jim Lyne's death casts a pall of sadness over his legion of personal friends and also brings a sense of loss to those who have never met him but nevertheless knew him intimately through the Railway Age.

"His passing silences the pen of our industry's principal advocate, philosopher, interpreter and defender. This grievous loss comes at a time when the objectives for which he worked so long appear at last to be within the range of attainment.

"My friendship with him began in 1923, soon after he became associated with the magazine that was then the Railway Age Gazette. Each subsequent year brought me the privilege of frequently being in his good company and always having access to his good counsel and rich fund of information. These associations constituted both a great educational experience and also a constant source of inspiration.

"Jim had the ability to analyze, interpret and synthesize current information and events taking place in the world around us. He also had keen perception of the complex forces of political, social, technical, economic and commercial changes impinging on the railroads. With courage and foresight he translated his understanding of the composite implications of these continuing developments into the restructuring of railroad industry that would become necessary to enable it to solve its deep-seated current problems and to capitalize the future opportunities that lay around and beyond them.

"Such achievements in the abstract and intangible realm of thought were reinforced and converted into practical usefulness for readers of the Railway Age and his associates and friends through exceptional ability in the diverse practical fields of journalism, transportation and economics. Through this power he was able to raise the influence of his direction of the news and editorial columns of the Railway Age to an exponential power of effectiveness in the education and direction of our industry for the several decades after he was delegated these responsibilities by his distinguished predecessor, Samuel O. Dunn.

"While it is true that no one is indispensable, some are irreplaceable—and Jim is in the latter category and comes as close to being in the former one, too, as any one does. His breadth of information, experience and judgment, together with his genius for friendship and his willingness to understand the other side of every question made him the equivalent of a modern Pontifex Maximus (the great bridge builder). Jim's talents spanned not the chasms of the earth but those existing between the minds and interests of men.

"Jim's career helped bring success to the organizations with which he was affiliated. It was an example and inspiration to his associates and brought happiness to his friends. He has given his employers and the railroads his best throughout his lifetime and deserved the best of the future. The world is a better place because men like Jim live in it. It is a great misfortune that his body had to succumb to cancer while his mind was as keen, alert and vigorous as ever and was continuing to grow in the fullness of its powers.

"I wish to register a deep debt of personal gratitude for the privilege of Jim's friendship. It has contributed largely to the pleasure and interest of my own life and to whatever personal success the passing years may have brought me. Memories of him will live to brighten my future years."

—John W. Barriger, President, Missouri-Kansas-Texas

CITL plans for the future

(Continued from page 19)

on Transportation and is now a member of the National Harbours Board of Canada. Next, and present, incumbent, with the new title of general manager, is R. Eric Gracey, whose interest and activity in publicizing the League has done much to bring it to its present prominence.

Second was what League members term the "improvement in the railways' attitude toward shippers," dating from the mid-1950s. This they attribute to the increasing severity of competition, which forced the railways to make positive efforts to regain traffic; to the development of new shipper-oriented equipment; and to the coincident appointment of new men to head up the traffic departments of Canada's major railroads—A. H. Hart, still vice president (freight sales) on the Canadian National; and, on the Canadian Pacific, the late Charles Edsforth, whose interest in shipper problems has been continued by his successors.

● **Looking ahead.** Proud as it may be of its past and present, the League is looking neither backward nor inward, but forward.

At its Golden Anniversary meeting, members will be asked to consider, and possibly adopt, a "Five-Year Plan," designed to meet these specific objectives:

—Prepare the League for the tasks which lie ahead, in view of the "tremendous changes in the physical aspects of traffic which have come about and will continue to accelerate";

—Increase the League's working capital and financial reserves;

—Increase its prestige, particularly with senior management of industry, federal and provincial governments, and carriers and carrier organizations;

—Expand and increase its services to members;

—Increase activity of its divisions;

—Develop potential leaders through education and stimulation of "forward thinking" in the traffic field.

To achieve those objectives, the plan proposes substantial enlargement of the League's present staff of a general manager and two secretary/clerks. By 1967, if the plan is approved, the League would add a public relations man and a technical officer for studies and inquiries. Further enlargement, contemplated for 1970, would call for addition to the technical staff of a specialist in legislation and regulation, and also of one on transportation equipment; for employment of a conference and workshop manager; and employment or retention of an Ottawa liaison officer.

If such a plan is carried out in full, or even in major part, the CITL can look confidently ahead to a second half-century of progress. ■

'Unitized' shipping is on the increase

Cost reduction, shippers say, is the big factor, but there are also some other advantages.

In relative terms, about how much "unitized" (i.e., palletized, containerized or bundled) freight do you ship or receive, by all modes of transport?

75% or better of total	6
Between 25% and 75%	21
Less than 25%	23

Is your use of "unitized" shipments increasing, decreasing, or unchanged from the level of five years ago?

Has increased	38
Is about the same	9
Has decreased	2

If there has been any substantial change in volume, either way, how do you account for that change?

Primarily, where volume has increased, lower handling costs. Also, more favorable rail rates, reduced handling time, greater availability of railway equipment suited for carrying palletized loads, and better utilization of warehouse space.

Shipment of "unitized" freight, on pallets, in containers or in bundles, is definitely on the increase. Answers to this month's Traffic Poll, as tabulated above, leave no doubt about it.

• **Why?** The one big reason for the uptrend, mentioned by nearly 50% of all respondents, is cost reduction.

This seems usually to be the end product of several factors working together. Enumeration of those factors indicates, on the one hand, why many shippers find unitization to be less expensive; and, on the other, indicates why it may be on the upgrade with or without resulting cost savings.

More favorable rates, especially by rail, are mentioned by nine men, and reduction in handling time by five. Five shippers also cite better availability of railway equipment suited to carriage of palletized freight, and three note that unitized shipments make for better utilization of warehouse space. Three speak of damage reduction. Customer demand for palletized or other unitized shipments is listed by two.

Drawing one mention apiece are generally greater efficiency; heavier loading; easier handling; changes in order sizes; standardization of pallets and/or containers, and arrangements (at least on a limited basis) for exchange or pooling of pallets.

• **Everybody wins.** Many of the comments cover more than one of the listed factors. Running through most of them is the expressed or implied opinion that unitization benefits all concerned—shipper, receiver and carrier.

"The increase," says L. C. High, general manager transportation, Campbell Soup Co., Camden, N.J., "has been due to both shippers' and receivers' appreciation of the advantages offered by unitization." Another New Jerseyan (Howard Pollen, traffic manager, P. Ballantine & Son, Newark) also points up the widespread advantages in his comment: "Palletization and containerization of both inbound and outbound shipments has tended to allow for lesser handling cost, heavier loading and reduced transportation expense because of benefits to ourselves, customers and carriers."

A number of advantages are detailed by R. J. Garrison, TM, A. B. Dick Co., Chicago: "Advantages of receiving unitized shipments are (1) less unloading time, (2) they fit into our inplant power material handling, (3) some purchased items are moved up to production line without any intermediate handling, (4) when vendors unitize loads according to our specifications they fit into our storage and material handling set-up, and (5) some reductions in rates."

"Much greater efficiency overall" plus "favorable out-turns and reduced handling times have easily generated new interest" in the opinion of J. J. Kelly, manager, transportation and distribution, C&H Sugar Refining Co., San Francisco. Kelly, interestingly, suggests that the growth of unitized shipping may have been largely due to "word of mouth advertising by firms receiving such shipments from the early pioneers of the system."

Sterling Drug, Inc., of New York, has "increased considerably its use of shipping on pallets, mainly for the reason that it reduces our handling costs," says F. H. Watson, Jr., TM, rates. He adds that "we save 16 manhours on a carload. There are other advantages, although reduction of damage may not be one. Shipping on pallets could increase the possibility of damage, particularly if the pallets are not strapped.

"Other advantages result from lower freight charges, which come about through a consignor-load and consignee-unload rate. Carriers can offer a reduced rate because their equipment is not tied up so long. We also obtain better utilization of dock space through quicker turnaround."

W. H. Ott, general traffic manager, Kraft Foods, Chicago, attributes the "substantial increase in palletized movement to better availability of rail equipment which can be palletized, development of pallet standards, and exchange of pooling arrangements between shippers and carriers or between consignors and consignees."

• **Warehousing.** Advantages of palletization in warehouse operations draw special comment from D. C. Ward, transportation manager, Hoerner Boxes, Inc., Keokuk, Iowa, and H. J. Stubert, GTM, Screw & Bolt Corp. of America, Pittsburgh.

Both point out that unitized or palletized loads permit higher and safer stacking in warehouses, thus providing

(Continued on page 33)

What does it take to meet the needs of today's business logistics?

A total distribution system... inbound and outbound.

In the sophisticated world of logistics planned for profit, hauling a ton from point A to point B at an efficient rate is no longer a broad enough service to justify existence.

It takes a new kind of company, a total distribution system, to meet the broad new requirements of the marketplace. Enlightened management has learned that cost-cutting and profit building start with scientific planning of every move of every material, component and product.

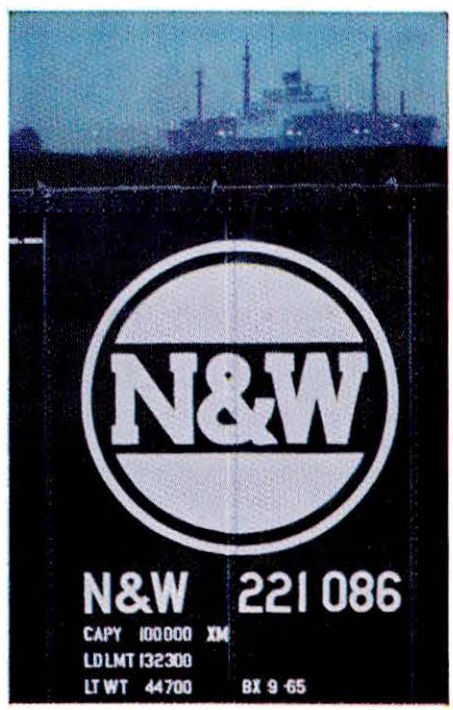
From design to ultimate user.

It takes a full understanding of optimum plant location. Of quickest, most economical raw material supply. Of production techniques that can use transport as an integral part of the assembly line.

This is the kind of thinking you need to help you—and serve you—in logistics.

This is N&W.

Norfolk & Western Railway



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THE MILWAUKEE ROAD'S "CREATIVE CREWS" IN ACTION IN THE CONSTRUCTION MACHINERY INDUSTRY

BETTER WAYS TO GET EARTHMOVERS ON THE MOVE!

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The Milwaukee Road is called upon, more and more, to transport these behemoths from manufacturer to dealers throughout the country. Why?

For one thing, we are continually adding to our fleet of flat cars specially designed to carry heavy construction and earth-moving equipment. And our "Creative Crews" are working hand in hand with industry engineers to speed and improve loading methods. New techniques are being developed to assure damage-free arrival on the job.

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It all adds up to another "Creative Crews" contribution to a major American industry. Another shipping problem solved to help build business for The Milwaukee Road—and for its shippers.

"Creative Crews"
a distinctive idea in railroading

A dynamic creative way of doing things is the service philosophy of the entire Milwaukee Road. It's an attitude toward transportation problems that breaks with tradition and pioneers new ideas. It's inspired by a forward-looking management outlook that is making The Milwaukee Road America's resourceful railroad . . . the railroad of "Creative Crews". The Milwaukee Road, Union Station Building, Chicago, Illinois.

The railroad of "Creative Crews"

SERVING 14 STATES

Circle 11 on reader service card

'Unitization' is increasing

(Continued from page 29)

better space utilization or, in effect, creating more space.

● **More to come?** Other respondents suggest that the trend toward palletization or containerization—readily observable in the tabulated answers—is likely to continue, especially if some present obstacles can be overcome.

"The palletization program has been brought to a temporary rest," says A. S. Daviau, TM, Mennen Co., Morristown, N. J., "by problems of pallet return. It appears that a nation-wide pallet pool offers the best solution to this problem." Increases to date, he notes, "have been largely due to reductions in handling costs."

"Development [of unitization] requires continued education," in the view of G. W. Albertson, GTM, F. W. Woolworth Co., New York. But he thinks it "will advance as techniques improve and more shippers and receivers are able to accommodate pallets or containers at their facilities—which in many instances must be modernized."

Two comments from Minneapolis suggest that the future of unitized shipping is largely up to individual shippers and/or receivers. "The nature of the business dictates what advantages or disadvantages accrue, and this must be determined by each company," says R. P. Clinton, general traffic manager, Honeywell, Inc.

In the same vein, but in more detail, G. O. Wilson, GTM, Gamble Skogmo, suggests that "manufacturers and their distributors should develop the most practical unitized load requirements for their products. Make this information available to customers, so they can order in the unitized load multiples which offer the best economical order quantity [EOQ], considering not only cost and turnover, but also handling costs."

So far, Wilson further points out, "any gains made toward unitized loads have been the result of our distribution department taking the initiative and stimulating the manufacturer or source of supply to agree to our requirements."

● **Not for everybody.** Somewhere, of course, there are limits to growth of unitized shipping, a fact emphasized in several replies.

For example, F. T. Day, TM, Warner & Swasey Co., Cleveland, says his company receives and ships approximately 36,000 different articles, which means its freight "is in too much of a variety to increase unitization."

The same point is made by F. J. Fruechtemeyer, TM, Andrew Jergens Co., Cincinnati. He thinks unitized shipments offer "significant advantages to shippers, receivers and carriers, but the majority of our shipments consist of numerous items of different sizes," difficult to palletize.

● **Two reductions.** The only men reporting reductions in volume of palletized shipments were W. K. Cabot, GTM, Johnson & Johnson, New Brunswick, N.J., and R. A. Whitty, transportation director, Belknap Hardware & Manufacturing Co., Louisville, Ky.

J&J might be considered a marginal case, since Cabot says they are still using unit loads in interplant moves, but are loading and unloading by clamp truck, without pallet.

● **Lumber.** Handling of bundled lumber was the topic of a comment by G. R. Hubbard, GTM, Simpson Timber Co., Seattle: "Unitizing becomes increasingly important in the handling and shipment of all forest products. This is primarily due to need for improved handling at lower cost." ■

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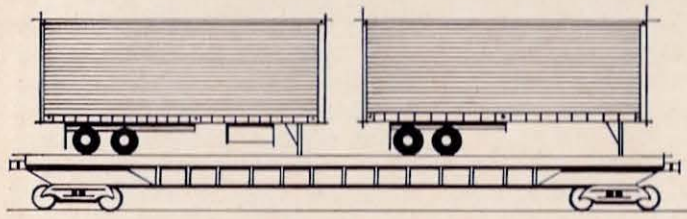
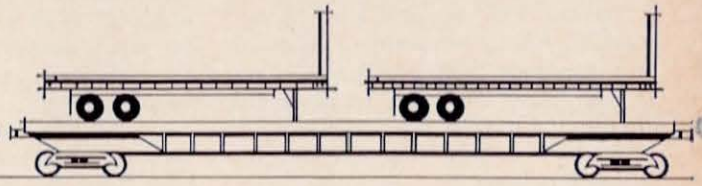
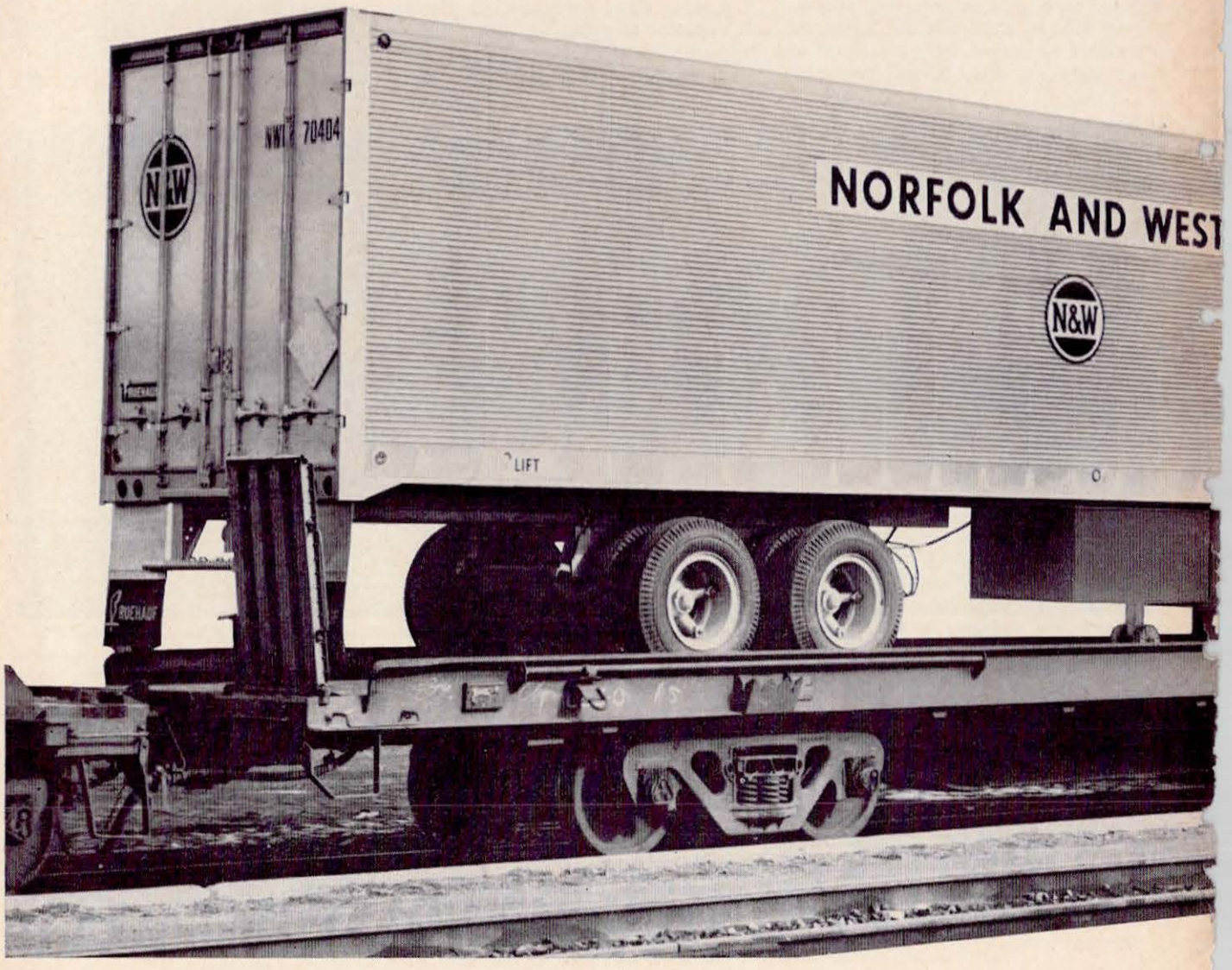
Complete piggyback service with FRUEHAUF Trailers wins more shipments...earns more profits



NORFOLK & WESTERN'S piggyback service includes refrigerated as well as dry freight Fruehauf Trailers.



Heavy, bulky, concentrated loads travel piggyback for N & W customers via Fruehauf Platform Trailers.



N&W

Ask the Norfolk and Western Railway Company. They offer complete piggyback service. That means Volume☆Vans . . . reefers . . . open tops . . . platforms . . . insulated vans . . . every type of engineered transportation unit from the complete Fruehauf line. Roomy, tough and weather-tight, they travel through fourteen states in the 8000-mile single-system railway service offered by N & W. Wherever they go, they're near Fruehauf service facilities—factory-owned branches in key cities from coast to coast—to keep trailers in profitable operation for years to come. Ask your Fruehauf representative to show you how Fruehauf Trailers provide better piggyback service, more piggyback profit. **Fruehauf Division, Fruehauf Corporation, 10953 Harper Avenue, Detroit, Michigan 48232.**

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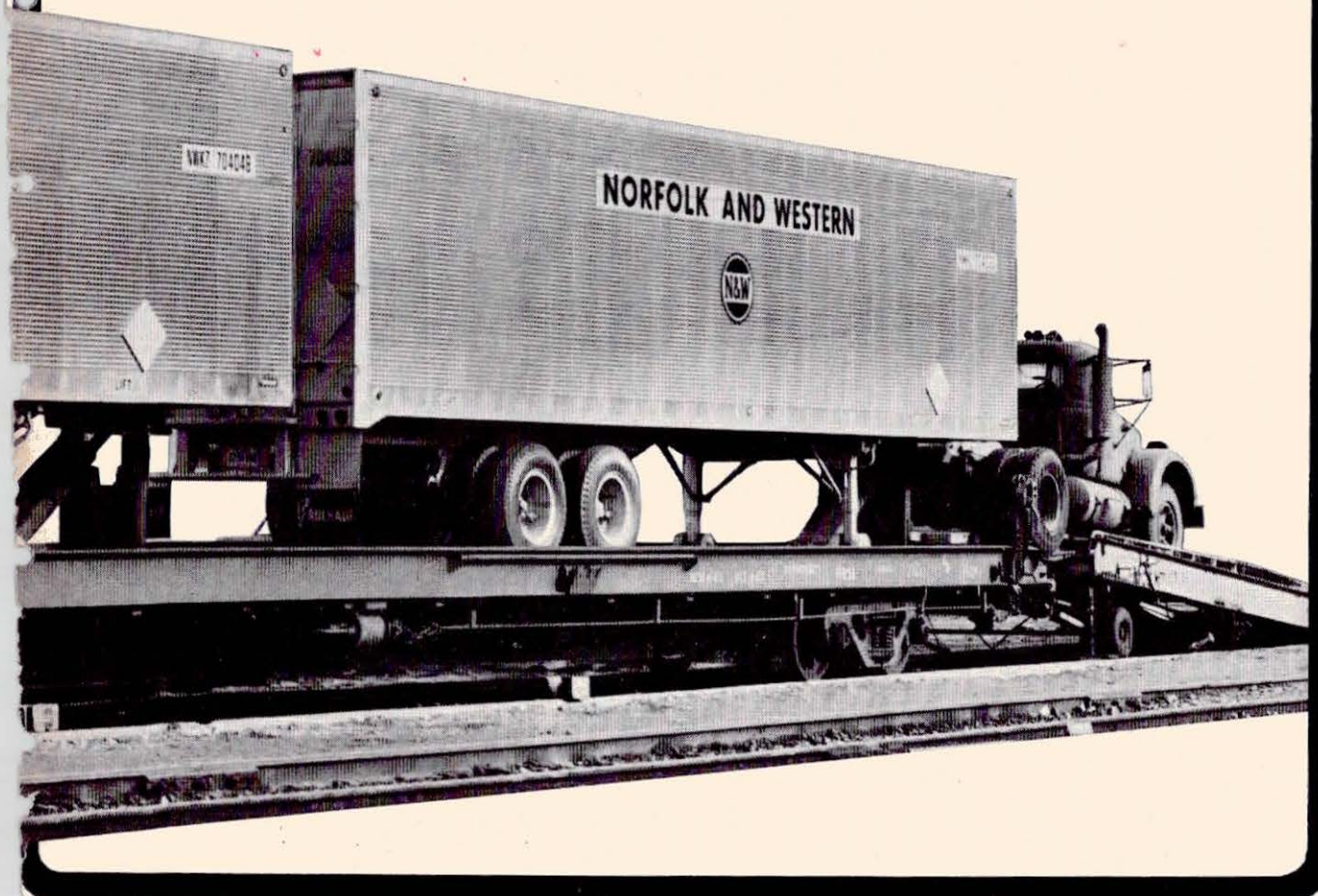

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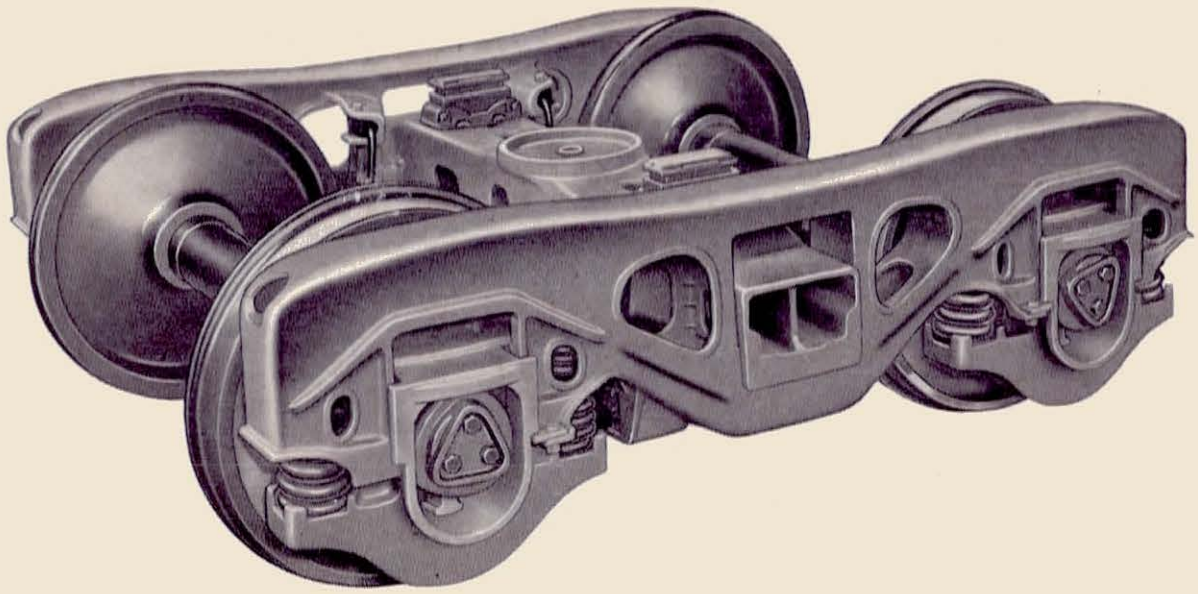

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SYMINGTON WAYNE TRANSPORTATION EQUIPMENT

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MARKET OUTLOOK

Carloadings

Loadings of revenue freight in the week ended Jan. 22 totaled 536,467 cars, the Association of American Railroads announced on Jan. 27. This was a decrease of 8,089 cars, or 1.5%, compared with the previous week; an increase of 13,721 cars, or 2.6%, compared with the corresponding week last year; and an increase of 4,850 cars, or 0.9%, compared with the equivalent 1964 week. Ton-miles generated by carloadings in the week ended Jan. 22 are estimated at 13.5 billion, an increase of 8.2% above the corresponding week of 1965, and 6% above the 1964 week.

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, Jan. 22

District	1966	1965	1964
Eastern, including Allegheny and Pocahontas ..	214,408	209,296	211,238
Southern	114,559	105,953	107,267
Total Eastern and Southern Districts	328,967	315,249	318,505
Northwestern .	61,022	61,894	59,680
Central Western	108,260	110,073	114,774
Southwestern .	38,218	35,530	38,658
Total Western Districts	207,500	207,497	213,112
Total All Roads	536,467	522,746	531,617
Commodities:			
Grain and Grain products	59,786	46,001	57,679
Livetsock	1,721	2,320	2,603
Coal	108,332	104,268	108,120
Coke	8,381	9,194	6,937
Forest Products	39,372	38,146	37,251
Ore	15,437	15,793	13,045
Merchandise l.c.l.	6,803	9,737	13,649
Miscellaneous .	296,635	297,287	292,333
Jan. 22	536,467	522,746	531,617
Jan. 15	544,556	532,367	499,342
Jan. 8	508,282	531,058	528,770
Cumulative total, 3 weeks	1,589,305	1,586,171	1,559,729
Estimated revenue ton-miles (billions) 3 weeks	39.9	37.6	37.1

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week ended Jan. 15 totaled 19,116 cars, carrying 30,978 trailers, compared with 17,298 cars, carrying 28,175 trailers, in the corresponding 1965 week. Loadings for 1966 up to Jan. 15 totaled 37,295 cars, carrying 60,555 trailers, compared with 33,644 cars, carrying 54,780 trailers, in the corresponding period of 1965.

IN CANADA.—Carloadings for the seven-day period ended Jan. 7 totaled 59,036 cars, compared with 93,595 for the previous 10-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
Jan. 7, 1966 ...	59,036	18,400
Jan. 7, 1965 ...	53,287	19,655

FREIGHT-TRAIN CARS

► *Pennsylvania.*—Ordered 125 100-ton-capacity covered hopper cars from Pullman-Standard at a cost of $1.7 million, for June delivery. The new order brings PRR's 1966 commitments for new equipment to $92 million, covering 3,689 freight cars and 100 diesel-electric locomotives. Cars on order include 1,764 boxes, 1,500 coal hoppers and 425 covered hoppers.

► *Seaboard Air Line.*—Ordered 335 special freight cars at a cost of $5,033,000. They include 235 50-ton box cars, equipped with roof hatches for fast loading of bulk phosphate rock and allied products, to be built by Evans Products Co., and 100 100-ton aluminum covered hoppers to be built by Magor Car Corp. The box cars will be delivered between July and September, and the hoppers will be delivered in June and July.

PIGGYBACK

► *Trailer Train.*—Ordered an additional 917 cars as follows: 102 low-level flats and 140 standard-level flats from ACF; 390 standard-level flats from Bethlehem; and 285 low-level flats from Pullman-Standard. As of Jan. 21, the TTX fleet—in service or on order—totaled 31,046 units.

CAPITAL EXPENDITURES

► *Chicago Transit Authority.*—Budgeted $20,143,000 for capital improvements in 1966. About one-half of the total will be spent for 350 new buses. Improvements related to CTA's rail system will include installation of escalators at one downtown elevated station and at another point at a location yet to be selected, $245,000; installation of an automatic train detection and overspeed-control system on the Lake rapid-transit route, $700,000; installation of an automatic-car-identification system, $60,000; completion of a car shop and terminal yards for the Lake route at Forest Park, $1.3 million; track and yard improvements at three terminals, $200,000; and continuation of a 10-year program for modernization of rapid-transit power-conversion equipment, $693,900. A number of other "desirable improvements, such as the installation of additions to the signal and train-control system," CTA said, "had to be eliminated [from the 1966 budget] because of lack of funds."

► *Norfolk & Western.*—Expenditures in 1966 will be "about the same" as in 1965, when investment in new plant and equipment totaled $150 million, according to President H. H. Pevler.

FOREIGN

► *Sudan.*—Will use a newly-authorized $31-million World Bank loan to cover foreign exchange requirements of a $47-million railway improvement program. Included will be acquisition of 14 main-line and 23 switching diesels; three diesel rail car sets; 460 freight cars, 41 passenger cars and 40 service cars; improvement of existing rolling stock by installation of automatic couplers and roller bearings; and relaying of 313 miles of the Khartoum-Atbara-Port Sudan line with 90-pound rail.

YOU OUGHT TO KNOW

Hazards of winter: Keeping trains operating through the rigors of a Maine winter is often a formidable task, but now the Maine Central has a new worry. Joy-riding owners of motorized bob sleds have found a new sport in using the snow-covered MC rights of way as raceways. Reports of near-head-on collisions with trains have been on the increase and the road has become alarmed over the practice. Railroad police are cracking down on the trespassers, who face fines and jail sentences for the offense.

Two losers become winners: Erie Lackawanna and the Reading have completed tabulations of their 1965 performances and both roads report profits for the first time in years. E-L showed net income of $3.8 million—the first profit in seven years. In '64 the road lost $8.3 million and in '63 it had a big $17.1 million deficit. Reading earned a net of $2.9 million last year, the first recorded since 1960. In '64 the road lost $5.4 million.

Canadian Timken expands: Heavy demands on production facilities at Canadian Timken's plant at St. Thomas, Ontario, have prompted a $1.9 million expansion of the tapered roller bearing manufacturing operations there. Productive capacity of the plant will be increased by 30%, and the company's administrative offices will be enlarged by 70%.

New Seaboard freight service: A new 24-hour customer service center will be opened by the Seaboard in Richmond, Va., Feb. 1 to supply information on all phases of freight service. It will be tied in with Seaboard freight sales offices across the nation, as well as the road's major operating terminals. The center, to be available to customers at all times, will also handle requests for diversion of shipments, formerly done at Hamlet, N.C.

Insurance plan set up: The Brotherhood of Locomotive Firemen & Enginemen and Travelers Insurance have worked out a hospital-medical insurance plan to supplement Medicare for BLF&E retired members, their dependents and parents of members. The new program, which the union says will cost less than $7 per month per person, is designed to cover "in general . . . a major portion of those hospital, doctor, drug and nursing-home expenses not paid for under Medicare."

River plan opposed: Seven major railroads have filed a report with the U.S. Army Corps of Engineers in opposition to a plan to open a 78-mile stretch of the Missouri River to navigation (Sioux City, Iowa, to a point near Yankton, S.D.) The report, based on studies by an independent economic and engineering consulting firm, contends that the project would be economically undesirable and not feasible because transportation savings could not be realized, and that construction and operating costs would be much larger than now anticipated by the CofE. Roads sponsoring the study were Burlington, Milwaukee, Chicago & North Western, Great Northern, Illinois Central, Northern Pacific and Soo Line.

South Jersey line takes shape: The Delaware River Port Authority is just about finished with preliminary work on the coming mass transit line from Philadelphia-Camden to Lindenwold. DRPA is getting ready for competitive bidding on 75 air-conditioned cars, and has awarded two right-of-way construction contracts.

Safety report: Twenty railroad passengers were injured in train accidents in November 1965, according to the ICC's Bureau of Railroad Safety and Service. A total of 67 persons received injuries in train-service accidents in November 1965, while 62 were hurt in such accidents in November 1964.

Truck tonnage: Intercity truck tonnage in the week ended Jan. 15 was 3.0% above that of the previous week, and 7.6% above that of the corresponding week of 1965, according to American Trucking Associations.

Current statistics

Net Income	
9 mos., 1965	$540,000,000
9 mos., 1964	500,000,000
Carloadings, revenue freight	
3 wks., 1966	1,589,305
3 wks., 1965	1,586,171
Freight cars on order	
Dec. 1, 1965	42,485
Dec. 1, 1964	29,812
Freight cars delivered	
11 mos., 1965	72,919
11 mos., 1964	62,371
Serviceable cars	
Dec. 1, 1965	1,404,835
Dec. 1, 1964	1,403,939

W. Stuart Johnson
Brenco

Goff Smith
AMSTED

Supply Trade

W. Stuart Johnson has been elected vice president, **Brenco, Inc.**, Petersburg, Va. (RA, Jan. 17, p. 132). Mr. Johnson was formerly vice president—sales.

Goff Smith has been elected to the newly created position of executive vice president, **AMSTED Industries**, Chicago. Mr. Smith has been a corporate vice president since 1960.

Walter H. Pogue, Jr., assistant general sales manager, **Freight Car Division, General American Transportation Corp.**, has been named to the newly created position of assistant general manager of the division. **John M. Gleason**, assistant general sales manager, advanced to general sales manager, succeeding **William M. Roche**, recently named corporate vice president.

Deco Industries, Inc. has purchased the steam coil division from **Pentron Electronics Corp., Southern Electric Division. Robert C. Smykal**, president, **Durox Equipment Co.**, has been named president. Plant operations will continue in the Hammond, Ind., area.

Richard G. Sass has been appointed vice president in charge of railroad sales, **The Mid-Control Co.**, at Chicago.

The Railway Equipment Division, Evans Products Co. has appointed **J. J. Chavis** as assistant director of sales; **H. F. Little**, assistant sales manager; **W. B. Gilkey**, regional manager, St. Louis office; **J. R. McMillen**, marketing manager.

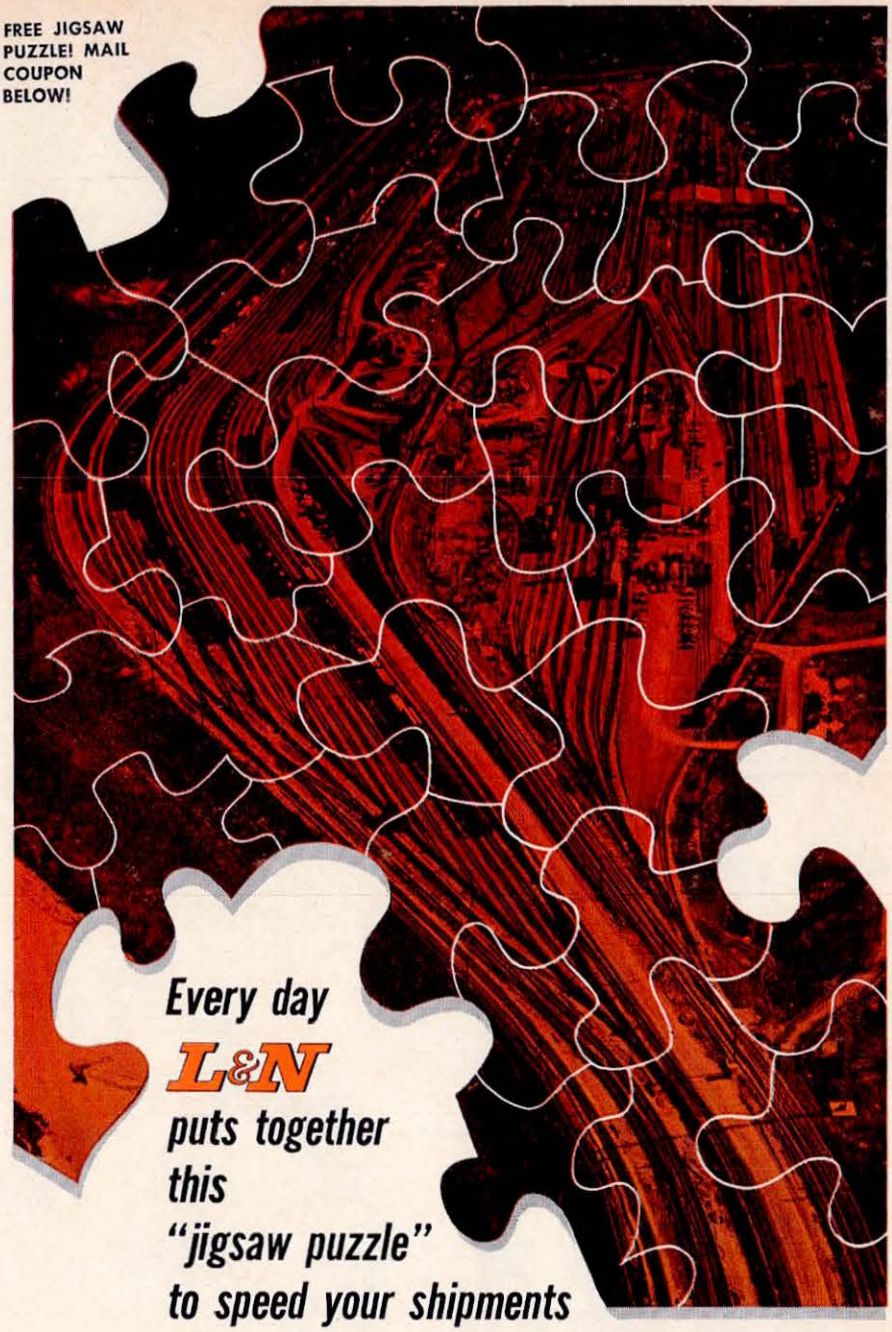
William G. Miller, vice chairman, **Worthington Corp.**, has been elected chairman, **Worthington International, Inc.**, effective June 1, 1966. Mr. Miller will continue as Worthington vice chairman, but will resign as chairman of **Alco Products**. He will be succeeded at Alco by **William F. Lewis**, Alco president, who will assume the dual responsibility of chairman and president.

R. Gordon Powell has been named manager of engineering, railroad products, **W-K-M Valve division of ACF Industries, Inc.** Mr. Powell has been a project engineer for the ACF Freight-Saver.

John B. Darrah, assistant to vice president and general manager, Railway Division, the **Budd Co.**, Philadelphia, has been named manager—manufacturing department, succeeding **Louis S. Dreisbach**, retired.

Frank C. Pulcrano, product engineer for freight cars, **American Car & Foundry division of ACF Industries, Inc.**, has been named manager of design development.

FREE JIGSAW PUZZLE! MAIL COUPON BELOW!



L&N is a master at solving "jigsaw" puzzles in transportation. The modern automated DeCoursey yard (*above*) is just south of Cincinnati. Recently expanded at a cost of 11.5 million dollars, it illustrates the efficiency of L&N. Other "push button" yards include: the 15 million dollar Radnor Yard at Nashville, the 11 million dollar Tilford Yard at Atlanta, and the 8 million dollar Boyles Yard at Birmingham. L&N has made these investments to speed your freight. ■ As rapidly as the newest computers and other electronic devices assemble each train, your shipment moves to its destination. ■ Rely on L&N.

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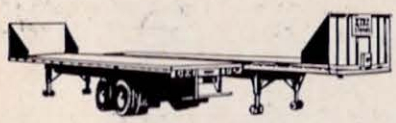

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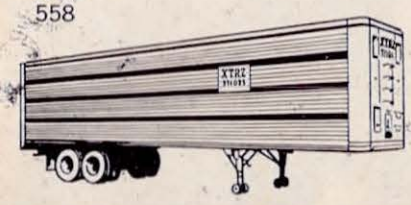

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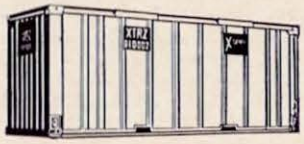

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(Continued from page 26)

ACL and the SAL. It is obvious that many have secured employment elsewhere. Estimates range from 500 to 800—including the 350 or so who have gone back to work for FEC. It would indicate, when all the subtractions are made, that somewhere between 400 and 600 men and women of the FEC's original work force are still participating in the strike.

• **Bitterness prevails.** "The people we're left with are bitter and unyielding," says one local official.

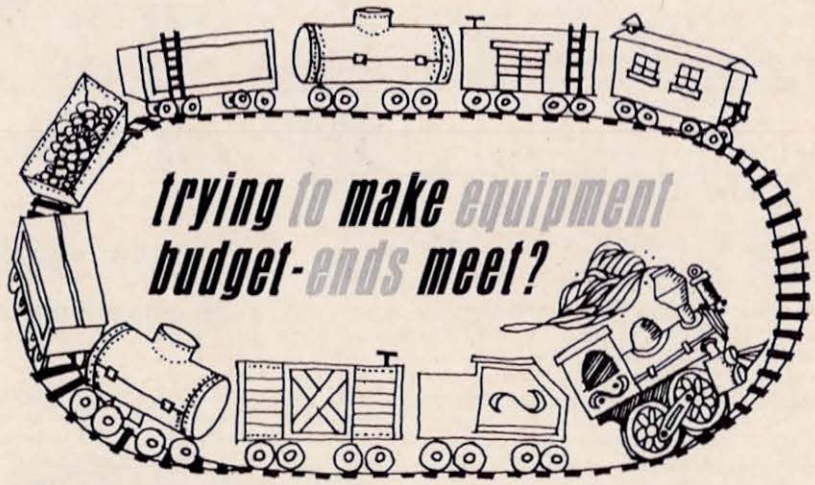
"There's a lot of bitterness among those left with the way the unions have conducted the strike. I've got a stack of letters reflecting the fact that these folks have taken the worst financial beating of all those that went on strike. They claim the strike ballot was misrepresented to them. They also say there was bad judgment in striking the FEC in the first place."

There doesn't seem to be very much chance of a compromise coming soon. FEC's original refusal to go along with the 10.28¢ national settlement was what precipitated the strike. The road wanted to negotiate separately, pleading depressed business prospects because of the crop freeze in 1963.

• **Carnival atmosphere—once.** For a few days it was like a carnival, with cheerful men and women picketing the road's facilities with colorful signs. A BRC local chairman, only one of many mistaken men as it has turned out, went around telling the strikers the strike would be over in three days.

That began what has turned into the longest strike in railroad history, (RA, July 27, 1964, p. 34) a strike that G. E. Leighty, chairman of the FEC strike committee and chief of the Transportation-Communication Employees Union is now calling "the most significant labor struggle in our generation." He does not regard the strike as lost and pins his hopes on the various court actions involving FEC and the unions, and also a move by Florida political authorities to force FEC back into receivership because the road is not offering the full common-carrier service it offered in pre-strike days.

• **NMB pro-union?** FEC is still running, despite union court actions and what the roads feel is union-biased action (or rather, inaction) by the National Mediation Board. FEC is making money—more money than it made before the strike. It is also modernizing at a rate that can be matched by few other roads. ■



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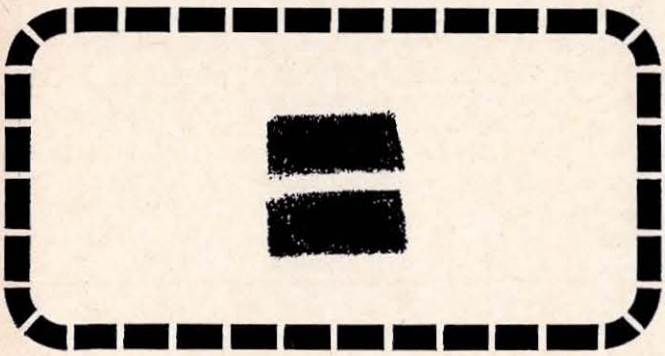

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THE ACTION PAGE

When does a strike end?

There is nothing attractive about a strike. People (workers and managers alike) are seriously affected. Businesses necessary to public welfare and convenience are shut down. The social and commercial effects of a strike often spread far and wide in the economy.

At best a strike can force a readjustment when the actions of management have drifted too far from the realities imposed by both markets and public need. Lockouts (rare though they are in these prosperous times) serve the same function when labor's share of operations cannot be sustained by market realities. At worst, both forms of economic warfare become an emotional vendetta between management and labor.

All too often, in the latter kind of strike, the people directly involved and the public are quickly forgotten. The story on page 24 illustrates just how severe an effect a strike may have upon individuals involved.

A contest of strength

The unions and the press may imply that the Florida East Coast strike is an affair of principle between union leader George Leighty and FEC's board chairman, Edward Ball, but the implications do not make it so. Basically, a strike is still a contest of strength conducted within a rigid economic framework and governed by rules—extensive regulatory, legal and social measures—that have been developed since the turn of the century to balance the scales between unions and managements.

When FEC was struck three years ago, nobody on either side thought the strike would last more than a day or two. FEC, a marginal property with a heavy burden of losing passenger business, felt that its seasonal traffic and its territory could not bear the cost of the national non-op settlement—and instead made an offer to its employees based upon FEC's commercial realities. FEC's non-operating union leaders decided to strike for the national settlement.

That's where the matter has been for three years. FEC managed to get back into operation with supervisory personnel and new hirees. The road has, in fact, made dramatic improvements in its physical plant, improvements that have considerably reduced its need for manpower. Needless to say, these betterments have substantially diminished the amount of leverage the unions could apply to the FEC for securing their demands. FEC spokesmen say they can handle even more business than they now handle without additional hands.

There is good evidence indicating that the striking non-ops could not shut down the FEC because too many union people went back to work.

There is also good indication that the striking unions have benefited from every possible break that local, state and federal authorities could hand them. FEC, for example, was forced back into the passenger business and now operates a near-empty passenger train that loses almost a half-million dollars a year. The use, by FEC, of contractors to do work during the strike has been severely limited by the federal courts, which allow deviations from the road's working agreements only to the extent authorized by the courts, and then only when the FEC can show absolute necessity for such deviation.

Another curious (and beneficial) windfall the striking unions have gotten in their struggle with the FEC has been what frequently appears to be the cooperation of the National Mediation Board. NMB, supposedly, is a neutral agency. Yet, says FEC, the NMB has steadfastly refused to progress to a conclusion the road's Section 6 notices for changing agreements with its employees.

R. W. Wyckoff, FEC's vice president personnel, described FEC as ready to negotiate in good faith under the auspices of the NMB in an effort to reach an amicable settlement of disputes through mediation. "Although mediation has been concluded on the property," he notes, "and the mediator assigned stated unequivocally that there was nothing further that could be accomplished through mediation, the NMB has refused to terminate its handling of the disputes so that further procedures of the Railway Labor Act might be employed. This has effectively thwarted FEC's efforts to improve working conditions and wage scales of its employees.

Needed: A realistic compromise

It would seem, to this paper at least, that the unions that called the FEC strike have little chance to win. Their position is apparently counter to growing sentiment among top union leaders against national handling of disputes. The FEC situation, as indicated by the requests for representational elections, might result in splinter union organizing—and this in a field that already has far too many unions representing fewer and fewer

With the many tasks confronting unions and railroad workers in this era of unprecedented technological and organizational change, continuing the FEC strike seems to be an act of futility for both unions and the men still involved. A realistic compromise seems called for—a compromise that will salvage some protection for the relative handful of FEC employees still actively on strike and recognition of the fact that a carrier's circumstances are important in negotiating agreements with employees.

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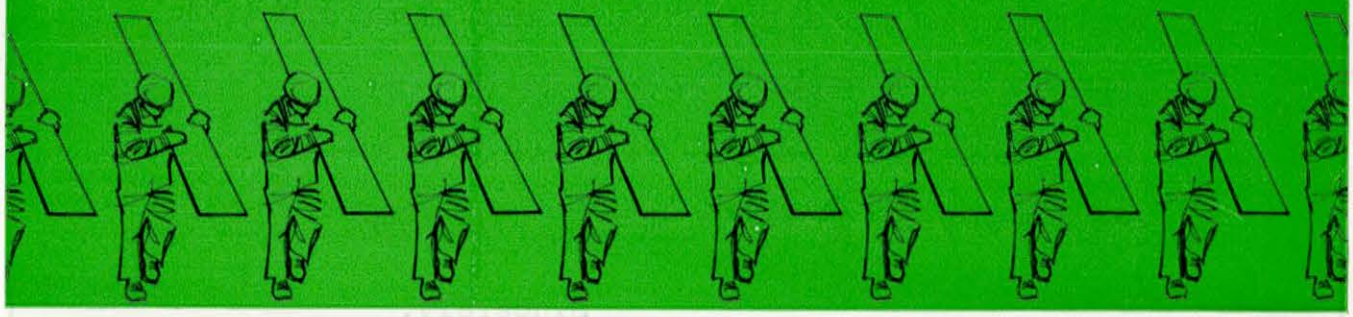

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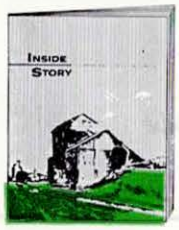

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